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1993
ANNUAL REPORT
TOWN OF BROOKLINE

The John F. Kennedy Birthplace at 83 Beals Street is a National Historic Site, operated by the National Park Service and opened to the public on a daily basis. Built in 1909, the house was purchased by Joseph P. Kennedy in 1914 in anticipation of his marriage to Rose Fitzgerald. The Kennedys lived there with their four children, Joseph, John, Rosemary, and Kathleen until 1921 at which time they moved into a larger home on Abbottsford Road to accommodate their growing family. The house on Beals Street has been restored to its 1917 appearance.

On the Covers . . .

Longwood Towers, originally called Alden Park Manor, was built between 1922-25 and designed by Kenneth M. DeVos and Company with George Wren and Henry Field Kellogg as consulting architects. The red brick Tudor style residential apartment complex is placed in a garden setting with several detached cruciform buildings rising out of the main block. When built, each section of the buildings had a British sounding name, such as Charing Cross. Original amenities to the occupants included a dining room, a ballroom, a dry cleaner, fur storage, a convenience store, and child care facilities. Among its early residents included the president of Lever Brothers. Longwood Towers is now owned and operated by the Children's Hospital and houses the Veronique Restaurant in the dining room.

The Muddy River (back cover) is part of the "Emerald Necklace" system of parks, designed and constructed in the 1880's by the nation's foremost landscape architect, Frederick Law Olmsted. As the premier example of a 19th century linear park system design based on a watercourse and served by parkways, the Emerald Necklace has great historical significance.



288th Annual Report
of the TOWN OFFICERS
of BROOKLINE
for the year ending
December 31, 1993

BROOKLINE PUBLIC LIBRARY

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TOWN OFFICERS

Elected Town Officers for the Municipal Year

MODERATOR

Justin L. Wyner (1994)

TOWN CLERK

Frances Halpern (1994)

BOARD OF SELECTMEN

Michael W. Merrill (1996)

Thomas P. Hennessey (1994)

Ronny M. Sydney (1995)

Donna R. Kalikow (1994)

Joseph T. Geller (1996)

TRUSTEES OF THE PUBLIC LIBRARY

Ellsworth E. Rosen Chairman (1994)

Mary Firestone (1994)

Kenneth D. Jacobson (1994)

Max Swartz (1994)

Leonard Bernstein (1995)

Dennis P. Geller (1995)

Paul M. Katz (1995)

H. Richard Tyler (1995)

Claire R. Waldman (1995)

Peter J. Epstein (1996)

Irene Probststein (1996)

Sandra L. Stotsky (1996)

SCHOOL COMMITTEE

Isabella Hinds, Chairman (1996)

Joyce Jozwicki (1994)

Terry Kwan (1994)

Pamela Lodish (1994)

Helen Charlupski (1995)

Nancy S. Heller (1995)

Frank Israel Smizik (1995)

John F. Hodgman (1996)

James W. Schlesinger (1996)

BROOKLINE HOUSING AUTHORITY

Francis M. Moroney, Chairman (1994)

Barbara B. Dugan (1995)

* Leslie B. Fabian (1996)

Pamela H. Goodman (1996)

A. Christina Wolfe (1998)

CONSTABLES

Stephen E. Dean (1995)

Marvin A. Feinman (1995)

William A. Figler (1995)

Myrna Kahn (1995)

* State Appointed

Appointees for the Municipal Year 1993-1994

BOARD OF SELECTMEN

Richard T. Leary, Town Administrator

Brian F. Sullivan, Deputy Town Administrator

Robin E. Coyne, Assistant Town Administrator

TOWN COUNSEL

David L. Turner, Town Counsel

George F. Driscoll, Assistant Town Counsel

Joslin Ham, Assistant Town Counsel

ADVISORY COUNCIL OF PUBLIC HEALTH

Elizabeth Hirshom, Chairman (1996)

Dr. J. Jacques Carter (1996)

Karen Wenc (1995)

Dr. Jonathan D. Lieff (1995)

Dr. Leonard Bernstein (1994)

Trudee Parenteau (1994)

ASSESSORS

George F. Moody, Chairman (1995)
George F. McNeilly (1994)
Harold Peterson (1996)

BOARD OF APPEALS

Kenneth Hoffman, Chairman (1995)
Diane Gordon (1996)
Bailey Silbert (1994)

BOARD OF APPEALS - ASSOCIATE MEMBERS

Lawrence C. Cohen (1996)
Jordan Krasnow (1996)
Lawrence E. Kaplan (1994)
Stanley Rabinovitz (1994)

COMPTROLLER

Judith A. Haupin

DIRECTOR OF CIVIL DEFENSE

Richard T. Leary

DIRECTOR OF VETERANS SERVICES

Bernard J. Belcastro

STATE AID AGENT

Bernard J. Belcastro

FIRE CHIEF

Robert D. English

INSPECTOR OF PETROLEUM

Robert D. English

POLICE CHIEF

Howard F. Brackett

KEEPER OF THE LOCK-UP

Howard F. Brackett

LIBRARIAN

James C. Flaherty

PUBLIC SCHOOLS

James F. Walsh, Superintendent

PUBLIC WORKS DEPARTMENT

A. Thomas DeMaio, Commissioner
Francis Marnell, Director of Highways
Division
Paul R. Willis, Director of Parks/Forestry/Cemetery
Division
John G. Harris, Jr., Director of Engineering

CHIEF PROCUREMENT OFFICER

Edward F. Clasby

RIGHT TO KNOW COORDINATOR

Gerard J. Hayes

TOWN CLERK'S DEPARTMENT

Patrick J. Ward, Asst. Town Clerk

DIRECTOR OF FINANCE

Harvey J. Beth

TREASURER'S DEPARTMENT

Harvey J. Beth, Treasurer/Collector
John T. Mulhane, Asst. Treasurer/Collector

AGENT FOR MANAGEMENT OF REAL ESTATE

John T. Mulhane

FENCE VIEWER

Mary Hunter

LOCAL MOTH SUPERINTENDENT OF INSECT PEST CONTROL

John Miller

INSPECTOR OF WIRES

Theodore Steverman

DOG OFFICER

Patrol Officer John King

INSPECTOR OF ANIMALS

Dr. Herbert S. Carlin

WEIGHERS OF COAL

Augustine Signore
William Farnsworth

ADVISORY COMMITTEE

David A. Feingold, Chairman
Edward N. Gadsby, Jr. Vice Chair.
Constance S. Austin
John Bassett
Paul S. Buddenhagen
Joan Crowley
Betsy DeWitt
Frank W. Farlow
Janet B. Fitzgibbons
Milton Goldman
Lawrence C. Grumer
Estelle Katz
Whitman Knapp
Virginia W. LaPlante
Fred Lebow
Mark E. Levy
David B. Maddox
Sergio Modigliani
Charles Moo
Jerrold Oppenheim
Frederick S. Perry
John Reinstein
Ab Sadeghi-Nejad
Paul T. Sheils
Shirley Sidd
Stanley L. Spiegel
Laura R. Walters
Susan H. Williams

COMMITTEE ON TOWN ORGANIZATION AND STRUCTURE

Jean D. Berg, Chairman (1996)
Jeffrey P. Allen (1994)
Martin R. Rosenthal (1994)
Claire R. Waldman (1994)
Michael Robbins (1995)
Robert M. Stein (1995)
Mark A. Michelson (1996)

BOARD OF EXAMINERS

Julius Abrams, Chairman (1994)
Israel Katz (1995)
Barnett Berliner (1996)

BUILDING COMMISSION

John Lojek, Chairman (1995)
Ellen Goldman (1994)
Charles Howard (1994)
Gordon Hurwitz (1995)
Louis Wilgoren (1996)

BUILDING COMMISSIONER

James Nickerson

BROOKLINE ACCESS TELEVISION

W. Dann Robinson (1994)
Arlene Mattison (1994)
Judith Diamond (1994)
Karen Chase (1995)
Ben Birnbaum (1995)
Sue Raemer (1995)
Cheryl Imbruglio (1995)
Leslie A. Murdock (1996)
Carol MacBain (1996)
Susan Erickson (1996)

CABLE TV MONITORING COMMITTEE

Tobe Berkovitz, Chairman
Francine Berger
Barbara K. Mitchell
Jerrold Oppenheim
Catherine Shaffer
Evvy Titleman
David Kunen
Bill Chuck
Ned Rothstein
Edwin Hamada

COMMISSION FOR THE DISABLED

Joan Crowley, Chairman (1994)
Melvin Ritter (1994)
Ellen Fitzgerald (1995)
Ronny M. Sydney (1995)
Irene Scharf (1995)
Annette Posell (1996)
Barbara Gopen (1996)

COMMISSION FOR THE DISABLED – ASSOCIATE MEMBERS

Jane Alper (1996)
Bernard Gollis (1996)

COMMISSION ON THE STATUS OF WOMEN

Joan Sokoloff, Chairman (1994)
Pamela Lindmark (1994)
Linda Wastila (1994)
Dr. Tema Carter (1994)
Dr. Juliette Williams (1995)
Marilyn Hilliard (1995)
Carol Deanow (1995)
Colleen (1995)
Karen Sullivan Lieff (1996)
Lynn E. Dreyfus (1996)
Patricia Keane (1996)

CONSERVATION COMMISSION

Betsy Shure Gross (1995)
Joan Fried (1994)
Suzanna Lannik (1994)
Joanna Brown Wexler (1994)
Marian Lazar (1995)
Keith Beasley (1996)
Barbara Mackey (1996)

COUNCIL ON AGING

Harold Jennings, Chairman
Arlene Stern, Director

COUNCIL FOR THE ARTS & HUMANITIES

Moshe Alon, Chairman
John Bassett
Roberta Gianfortoni
Marian Gowen
Lynn Holstein
Susan Johnson
Barr Jozwicki
Renee Miller
Gayle Rich
Mona Thaler

HOUSING ADVISORY BOARD

Roger Blood, Chairman (1994)
Richard Benka (1995)
Valerie Zimmer (1996)
Kenneth Jacobson (1996)

HUMAN RELATIONS/YOUTH RESOURCES COMMISSION

Ruth Flaherty, Chairman (1995)
Harold Koritz (1994)
Reverend George Chapman (1994)
Rabbi Rachmiel Liberman (1994)

Dennis Reardon (1994)
Captain John Hiscock (1994)
Leslie Fabian (1995)
Beatrice Mikulecky (1995)
Dr. Claire Weiss (1995)
Alan Cohen (1995)
Ellen Goodman (1995)
Sandra Bakalar (1996)
Agnes Rogers (1996)
Stephen H. Kramer (1996)
Assunta Cha (1996)

DIRECTOR OF HUMAN RELATIONS/YOUTH RESOURCES

C. Stephen Bressler

PARK AND RECREATION COMMISSION

Daniel F. Ford, Chairman (1996)
Gerard J. Walsh (1994)
Robert L. Allen (1994)
John Bain (1995)
Wallis Wickham Raemer (1995)
Michael Berger (1996)
Walter Elcock (1996)

DIRECTOR - RECREATION DEPARTMENT

Robert T. Lynch (Acting Director)

PERSONNEL BOARD

James E. Cockfield, Chairman (1995)
Ogden Hunnewell (1994)
Jacqueline Young (1994)
Frances Shedd-Fisher (1995)
Kenneth Kurnos (1995)

PERSONNEL DIRECTOR

Gerard J. Hayes

PLANNING BOARD

Herbert Shivek, Chairman (1994)
Dixon Bain (1995)
Jerry Kampler (1996)
Robert H. DeVries (1996)
Catherine Cagle (1997)

PLANNING DIRECTOR

John E. Woodward, Jr.

PRESERVATION COMMISSION

Patricia Libbey, Chairman (1995)
Ruth Dorfman (1994)
Dr. Judith Selwyn (1994)
Sheri Flagler (1994)
Boquisia Wojciechowska Bucklin (1995)

June Richardson (1995)
Chobee Hoy (1996)
Maurice Childs (1996)
David England, Alternate
Joel D. Shield, Alternate
Nancy Yetman, Alternate

REGISTRARS OF VOTERS

Patrick J. Ward, Chairman (1995)
Franklin Kartun (1994)
Robert J. Wong (1996)

RENT CONTROL BOARD

Fred Levitan, Chairman (1995)
Jeffrey Klein (1994)
William Costin (1994)
Wyatt Gotbetter (1994)
Timothy Sullivan (1995)
Debra Bickoff (1996)
F. Robert Houlihan (1996)

RENT CONTROL DIRECTOR

Joel Berkovitz

RETIREMENT BOARD

Harvey J. Beth, Chairman (1994)
Joseph P. Duffy (1994)
(elected by members)
Brenda G. Levy (1995)

TRANSPORTATION BOARD

Helene Solomon, Chairman (1995)
George Johnson (1994)
Deborah K. Cohen (1994)
Stephanie Carona (1995)
James Donahue (1996)
William Riley (1996)

TRANSPORTATION DIRECTOR

John G. Harris, Jr.

TREE PLANTING COMMITTEE

Robert Kramer, Chairman (1996)
Hugh Mattison (1994)
Corliss Engle (1995)

TRUSTEES OF WALNUT HILLS CEMETERY

Dorothy Baldini (1994)
Mary Harris (1994)
Alfred Palladino (1995)
Donalda Hingston (1995)
Eileen Strong (1996)
Abbe Cohen (1996)

BOARD OF SELECTMEN

At the Board's organizational meeting on May 11, 1993, following the annual town election, Michael W. Merrill was elected Chairman. Other Board members are Thomas P. Hennessey, Ronny M. Sydney, Donna R. Kalikow and Joseph T. Geller.

The Board of Selectmen is most pleased to report to the residents of the Town of Brookline in this annual report for 1993. We trust that it represents a fair summary of the major town activities and events during the year and that it will facilitate your understanding and evaluation of the standard of performance rendered and of the progress made by our community in 1993.

The Selectmen have many responsibilities which must be met during the year and some require substantial input from the Town Administrator and various departments, boards and commissions. In establishing the Board's priorities for 1993, it was recognized that fiscal problems would continue to demand and receive a large measure of attention. Our actions in recommending the FY94 Financial Plan to Town Meeting are related on the following pages, but other areas of the town's finances were dealt with as well.

The Board was heavily involved in the establishment of the Department of Finance and in improving our overall financial management capabilities. The Audit Committee and the School Financial Practices and Procedures Committee have been most helpful in this regard. One of the most important steps taken during the year was the establishment of the Financial Planning Advisory Committee, which was asked to study the short and long term needs of the town and make recommendations with regard to a Proposition 2½ override. The work of the committee is also discussed in a later section of this report.

Other issues ranked high on the Board's 1993 agenda. Several meetings were devoted to the FY94 Revaluation Program, which was completed in November. The Selectmen's Computer Advisory Committee presented recommendations to the Fall Town Meeting which addressed the hardware and software requirements of all town departments and will allow departments to share information from a common database and become more efficient and responsive. The capital improvements program continued to receive priority attention, with particular



Brookline's Board of Selectmen and Town Administrator

emphasis being placed on renovation and repair of town and school buildings as well as our parks and playgrounds. We all look forward to the opening of the new Lincoln School in the near future. Improved maintenance of our existing buildings, on a short term basis, will be assured as the result of the consolidation of town and school building maintenance within the Building Department.

The Board continues to be supportive of appropriate commercial development which reflects consideration of neighborhood concerns and especially the views of the closest abutters. We strive to create a positive atmosphere in town government for the right kind of commercial growth, while at the same time taking steps to enhance the existing small and large businesses in the community.

In order to facilitate the work of the Board of Selectmen as a whole, the practice of assigning special projects to subcommittees was continued and expanded in 1993. Subcommittees were active in the following areas:

Town/School Budget
Chairman Merrill and Selectman Sydney

Boston University Development Plans
Chairman Merrill and Selectman Geller

Parsons Field Committee
Chairman Merrill and Selectman Sydney

Chairman Merrill also chairs the Computer Advisory Committee, the Payments-in-Lieu of Taxes (PILOT) Committee, the Labor Advisory Committee, the Senior Center Advisory Committee, and the Commercial Areas Committee. Selectman Sydney serves on the Celebrations Committee, the Commercial Areas Committee, the Holocaust Memorial Committee, the ADA Transition Planning Committee, and is the Board's representative on the Commission for the Disabled. Selectman Kalikow serves on the Audit Committee and is the Board's representative on the Council on Aging. All members of the Board chair Committees of Seven which, from time to time, select architects for various construction projects.

FY94 Financial Plan

In December 1992, when the Selectmen adopted fiscal guidelines for FY94 and the administrative staff began the preparation of the Financial Plan, our projected revenue deficit stood at \$2,640,500. This annual projection is, of necessity, made several months before the start of the new fiscal year and changes from month to month as events unfold and actions are taken, until we bring to the Annual Town Meeting a final balanced version of the Financial Plan.

The Town Administrator's Financial Plan, which was submitted on February 15, reflected the intensive effort the administrative staff had made in the areas of revenue enhancement and fixed costs. That effort

resulted in a reduction of \$1,155,491 in the projected revenue deficit, leaving \$1,485,009 to be realized from operating budget reductions.

New developments after February 15 altered the original financial projection and these changes are summarized on the following schedule:

Revenue

MWRARevenue	(\$711,611)
Lincoln School Artwork Sale	\$75,000
Special Education	\$258,000
Bond Surplus Transfer	\$60,000
Chapter 90	\$1
Total Adjustment-Revenue	(\$318,610)

Fixed Costs

MWRA Charge	(\$684,578)
Veterans' Benefits.....	(\$12,400)
Special Education.....	(\$258,000)
Pension Appropriation	(\$237,211)
Group Life	(\$10,000)
Unemployment Compensation	(\$30,000)
Expanded Audit for Schools.....	\$15,000
Bond Anticipation Notes.....	\$25,000
Special Appropriations	\$85,001
Education Offset.....	\$277,000
MBTA Assessment	(\$137,221)
Total Adjustment-Fixed Cost.....	(\$451,409)
Net Adjustment	\$132,799

In acting on budgets recommended by the Town Administrator and in making restorations after additional revenue became available, the Board adhered to its traditional service priorities of police, fire, and schools. The Selectmen's specific adjustments to the Town Administrator's Financial Plan were as follows:

Discretionary Changes

Police Department - 4 Police Officers.....	\$147,746
Police Department - Overtime	(\$39,019)
Fire Department - 3 Firefighters.....	\$107,976
Library - Part-time Personnel	\$30,897
Health Dept. - Brookline Mental Health Cent...	\$3,412
Health Dept. - Community Health Coordinator ...	\$679
Veterans' Services - Speaker System rental	(\$850)
Council on Aging - Group Leader (5 Hours)	\$2,571
Rent Control - Sr. Clerk Typist.....	(\$23,390)
School Department - Agreement (1)	(\$97,223)
Total Discretionary Adjustment.....	\$132,799
Town Surplus (Deficit).....	(\$0)

(1) \$277,000 in reform aid was applied directly to the school budget per agreement. Schools actually received \$179,777 more than projected in the Financial Plan.

These adjustments were approved at the Annual Town Meeting on June 2. Final state aid figures arrived in August, indicating that the initial aid estimate had been overstated by \$48,600. We were able to offset this shortfall by taking advantage of more favorable motor vehicle excise tax collections than estimated, which generated an additional \$68,760. By utilizing the balance of \$19,800 and the amount available in the Singletree Hill Water Tank Renovation account (\$54,000), the Board was able to recommend to the Fall Town Meeting that two tree climber positions in the park division and two laborer positions in the highway division be restored for the remainder of the fiscal year. The following capital projects were also recommended for bonding:

Computers.....	\$600,000
Library Windows and Design of the Interior Renovations.....	\$140,000
Library Access Catalogue.....	\$100,000
Heath School Roof.....	\$120,000
Fire Station Repairs.....	\$150,000

Financial Planning Advisory Committee

The Board held extensive discussions in March and April on the question of a Proposition 2 1/2 override. Following a public hearing on a possible override on April 7, the Selectmen voted to establish a Financial Planning Advisory Committee which would review all aspects of the town's finances, operations and organization. The following citizens were appointed to serve on the committee:

Ruthann Fuller, Co-Chair 18 Spooner Road	Kevin Lang, Co-Chair 179 Winchester Street
Katharine Bradbury 170 Tappan Street	Paul Buddenhagen 137 Clinton Road
John Deeley 30 Dean Road	Susan Ginns 255 Fisher Avenue
Peter Golden 79 Wallis Road	Steven Goldstein 9 Corey Road
Howard Husock 23 Thayer Street	Hugh Mattison 209 Pond Avenue
Leslie Pine 1359 Beacon Street	Henry Warren 50 Gorham Avenue
Marilyn Zaidenweber 26 Summit Avenue	

After meeting intensively for several months, the committee submitted its final report on February 15, 1994. The executive summary of the report is as follows:

"The Financial Planning Advisory Committee was formed last August in response to a continuing fiscal crisis in the Town of Brookline. This crisis has taken

the form of annual projected budget deficits, leading to reductions in the level and quality of town and school services; deferral of the maintenance and repair of town and school buildings, occasionally to the point of danger and dilapidation; ever-increasing and regressive fees, raised year after year in a vain attempt to maintain public services within the constraints of the Proposition 2½ limitation on property tax increases.

This Committee was charged with the task of determining how best to cope with this crisis. Primarily, this has meant answering two overarching questions:

- 1) Are there new ways in which the town and schools should reduce expenses and change procedures so as to minimize costs (and hence taxes)?
- 2) Are there unavoidable expenses, crucial to the quality of life in this residential community, which confront us in the coming years and make necessary some form of tax increase?

On the basis of a six-month study, one which included analysis of the town's and school's financial data, interviews with town and school administrators, and detailed statistical comparisons with other cities and towns similar to Brookline, the Financial Planning Advisory Committee has determined that the answer to both our primary questions is yes.

We must act far more boldly than we have before in reducing our expenses. The Committee is recommending a series of immediate and long-term steps toward that end and calls on both town and school management and labor unions to take far more seriously than they have to date the challenge of cutting costs. Our recommendations are spelled out in full in this report. We provide a sampling here:

Immediate Actions:

- Restrict wage and salary increases to 2%
- Increase fees for after-school sports and recreational activities
- Save money in the schools through changes in physical education and adult education

Actions in One Year:

- Reduce the number of firemen
- Decrease per pupil costs in special and bilingual education
- Reorganize custodial functions, possibly privatizing parts of it
- Eliminate the box alarm system in the Fire Department
- Roll back the maximum allowable vacation for town employees from five weeks to four
- Eliminate the subsidy of the Recreation Department by increasing fees
- Reduce administrative and supervision costs in the schools

As bold as we believe these steps to be, the Committee must report that to maintain our quality of services and fulfill our obligations to future generations (i.e., not postpone for others to pay what should be paid for now), the town and schools need more funds. In other words, the savings our Committee has identified - \$450,000 next year and over \$1.6 million in subsequent years - will not be sufficient. Our analysis shows that even with the savings, Brookline needs an additional \$2.7 million in its operating budget on an ongoing basis. Hence, we need to override the Proposition 2½ tax limitation. The need for more funds stems from:

- A large increase in children attending our schools which is straining facilities and threatening to increase class sizes to educationally unacceptable levels. (We have 306 more children in the Brookline schools today than five years ago; an additional 400 children are projected to enroll in the next three years.)

- A chronic under-funding of our capital and maintenance needs. We now lack the basic working equipment for clearing snow from streets and sidewalks; our police, firefighters, and public works employees work in over-crowded and sometimes dangerous facilities; the structural integrity of some of our school buildings is in doubt and our High School needs complete renovation. What's more, our school system sorely lacks the new generation of educational technology, including a personal computer network, which children and teachers need to learn and teach effectively.

In addition, we conclude that we need to mitigate the unjust effects of high town fees, especially for trash removal and water and sewer service. These fees, amongst the highest in the Commonwealth, increase the burden on homeowners without offering them the chance to deduct such costs from federal income taxes. We recommend reducing the trash fee by \$35 a year and water and sewer bills by approximately \$200 per meter. Fees would thus be reduced by \$2.26 million while taxes would increase a comparable amount.

In summary, our Committee unanimously recommends that the voters approve an override of Proposition 2½ by \$2.7 million to preserve the educational integrity of the school system; improve town and school buildings; and upgrade the equipment used by the public works, fire, and police departments. We also recommend shifting \$2.26 million of trash, sewer and water fees into taxes.

The majority of the Committee recommends a single override vote for \$4.96 million which clearly specifies these particular purposes. Since the funds are needed on an ongoing basis, we recommend raising the tax levy permanently. (In technical terms, this is a general override.) We recommend one question rather than a series of questions on the ballot because, when viewed as a total package, this override reflects our need to share as a community in the

costs and benefits of increased spending. Most residents will not like some aspect of the override but we believe that the vast majority will be better off if the entire proposal passes than if it does not. The same cannot be said of each individual item in our proposal.

Although the Committee unanimously supported the additional funding needs of \$4.96 million, a minority of the Committee favors a different approach for raising this amount of money. This alternative approach funds the equipment and capital purchases for the next three years through three individual capital exclusion override questions. It funds the noncapital costs and the costs of switching fees into taxes through a separate general override question.

We emphasize that the different approaches outlined by the Committee about how to word the override has nothing to do with the amount of additional funds required by the town. There is unanimity on this issue. We would also like to add that there is some concern among Committee members that we were forced by the schedule of events to submit our report before the FY95 budget is finalized this spring.

Our analysis shows that this \$4.96 million increase in the level of the tax levy through a general override - coupled with a \$2.26 million decrease in non tax-deductible fees - will have a relatively modest effect on property owners. A median-priced condominium owner in the 15% tax bracket will pay a net increase of only \$57 per year, after taxes. The owner of a \$470,000 single-family home with a 31% marginal tax rate will pay a net increase of only \$116, after taxes. And owners of median-priced two and three-family homes will (with a 15% marginal tax rate) carry a tax burden that will actually go down by \$8 and \$26 respectively, after taxes. The additional cost to an average assessed apartment would be \$41. The assumptions behind these estimates are included in the body of this report.

The committee believes that Brookline stands today at a crossroads. If we continue to run our government as we have, we will outstrip our ability to pay for it. This will lead us down a road toward employee layoffs, declining schools, dirtier streets in poorer condition — and inevitably falling real estate values. We propose an alternative. We must dramatically depart from old ways of doing business and run our government more tightly while making targeted investments in our schools and infrastructure. If we do not act, the Brookline which we moved to or grew up in — a town of good schools, clean streets, attractive parks, and fine homes — will slip away.

We also warn that our analysis of the long-term financial situation of the town is gloomy. We foresee our debt levels rising to untenable levels due to the need for significant investments in buildings and capital. Without concerted action in the next few years to increase the tax base through more development (broadly defined), we will outstrip our ability to pay for the current level of services."

On February 15, 1994, the Board held a public hearing on the question of setting a date for the

Proposition 2½ override election, and on March 1, 1994 a public hearing was held on the substance of the question(s) to be included on the ballot. It was determined that the override election would be held in conjunction with the annual town election on May 3, 1994 and that the following question would appear on the ballot:

Shall the Town of Brookline be allowed to assess an additional \$2,960,000 in Real Estate and Personal Property Taxes for the purposes of:

A. Increasing the School Department's operating budget for increased enrollment, supplies, technology equipment and the maintenance of school buildings by \$1,300,000;

B. Increasing Police, Fire, Public Works and Building Department funding for capital equipment and building maintenance expenditures by \$1,200,000; and

C. Revising the funding for the Department of Public Works operating budget for trash collection services by \$460,000;

for the fiscal year beginning July first, nineteen hundredand ninety-four.

Yes _____ No _____

PILOT Program

The Board is pleased to report that the much talked about Payments in Lieu of Taxes (PILOT) program is off the ground. An ad hoc committee, chaired by Chairman Merrill and comprised of representatives of most of the town's tax-exempt institutions, was formed and began to meet this past fall.

The first meeting of the committee was held on October 14. There was an impressive turnout, with administrators and board representatives from most of the institutions in attendance. At the meeting, Chairman Merrill stressed that his primary objective was to improve communication and develop a better working relationship between the town administration and the various nonprofit agencies. The staff gave a presentation on the experience of other communities which have successfully implemented PILOT programs, and reviewed some of the significant programs and services now offered by several of the institutions and the town's current needs as identified by a survey of department heads.

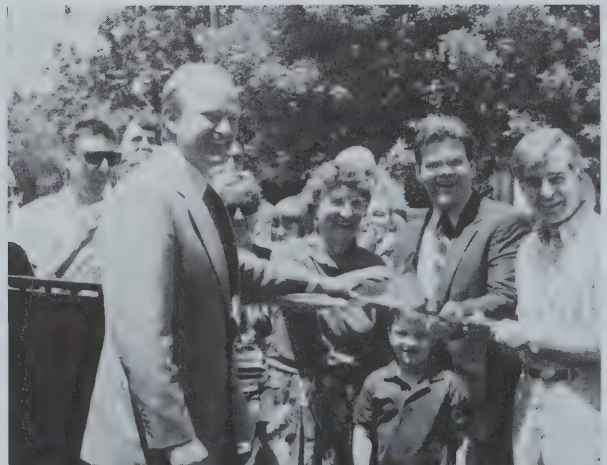
At a second meeting, the town's Acting Recreation Director and Finance Director talked about specific ways in which the institutions might assist the town. Use of athletic fields and facilities, participation in the Hire One program, scholarships, meeting space, computer training, and assignment of interns are just a few examples of the many ways in which these groups might provide service to the community.

The next step will be to hold smaller meetings with representatives of individual institutions and agencies

so that specific needs can be addressed. Response to the PILOT Program has been extremely positive. The representatives of the institutions have generally been pleased by the even-handed and participatory approach used to develop the program. All seemed quite willing to work with the town on this project and many have already come forward to offer the town services. By participating in this program, these groups have demonstrated that they are willing to do what they can to maintain the quality of life in Brookline, and for their efforts they deserve our sincere thanks.

Community Development Block Grant Program

The Community Development Block Grant (CDBG) Program was first authorized with the passage of the Housing and Community Development act of 1974 which consolidated a number of urban development programs - model cities, urban renewal, neighborhood facilities, open space land, public facility loans, water and sewer facilities, and code enforcement - into a block grant allocated by formula. Since 1974 Brookline has received approximately \$26 million. These funds have been expended by the town in compliance with federal regulations for projects and activities primarily benefiting low and moderate income persons. Included among other projects are rebuilding playgrounds, streets and sidewalks; jobs for youth; infant and children's day care; a senior citizen program, and public housing rehabilitation. In addition, substantial sums are made available to homeowners in rehabilitation funds (Section 312) at 3% interest. More than \$6 million was expended in the Central Village area alone in housing rehabilitation assistance, streets, sidewalks, trees, parks and public services. Since 1975 more than \$1 million in Community Development Block Grant funds has been spent on parks and open spaces.



Chairman Michael W. Merrill, Former Governor Michael S. Dukakis, and Assistant Town Clerk Patrick J. Ward participated in the dedication ceremonies at the William "Billy" Ward Playground.

In the 1980's, CDBG funds were affected by rescissions, deferrals and general cut-backs, as were other domestic programs. For example, in FY82 Brookline's CD entitlement was \$1,527,000; for FY87, FY88, and FY89 it was approximately \$1.2 million. As a result of efforts by the Selectmen and other municipal officials throughout the country, the level of entitlements has been raised and, for FY95, the town's entitlement has been set at \$1,632,000.

The town's Community Development Block Grant (CDBG) Program for FY95 is as follows:

<u>PROGRAM</u>	<u>TOTAL</u>
<u>Program Management & Planning</u>	
Fiscal Management.....	26,500
CD Grant Administration	89,400
Legal Service	22,000
CD Comprehensive Planning	142,000
Preservation Planning	27,000

Housing

Housing Inspection & Rehabilitation	148,000
Public Housing Rehab (Col. Floyd).....	35,000
High Street Improvements	134,600

Community Facilities

Handicapped Accessibility	25,000
Tree Removal and Replacement	20,000
Harvard Street Improvements	271,700
Pathway Improvements	107,100

Parks

Harry Downes Field & Playground.....	220,000
Brookline Avenue Field & Playground	100,000
Emerson Gardens.....	10,000

Public Services

Early Childhood Outreach Program (PWT)	20,000
Youth Employment	63,500
Children's Center	10,000
Veteran's Youth Activities Center	4,500
H.E.L.P. Program	10,500
Brookline Elder Taxi System	31,000
Brookline Infant Toddler Center	20,000
Adolescent Outreach Program	35,000
Child Group Program	24,000
HIRE ONE Program.....	7,800
Family Day Care Program	16,000
Conflict Resolution & Mediation Training	2,500

Other

Contingency	8,900
Total.....	\$1,632,000

The Selectmen are most appreciative of the efforts of Sara K. Wallace, our Special Counsel for Federal and State grants, whose accomplishments as a grantsman are especially notable. With Mrs. Wallace playing the key role in obtaining Federal funds and in carrying out many of the administrative and legal functions, Brookline implemented three concentrated



Improvements to Linden Park and Linden Square were carried out with CDBG funds.



code enforcement and property rehabilitation programs in the Coolidge Corner, Washington Square and Central Village areas. In these three areas of the town, over 1,000 properties were improved through the availability of \$5 million in low interest loans and grant funds. The extensive property rehabilitation program was augmented by all types of public improvements, streets, sidewalks, trees, street lights, and so on, for which approximately \$4 million was allotted.

Over the past fifteen years virtually every park and playground in the town was reconstructed under the Community Development Block Grant Program, the Bureau of Outdoor Recreation Program or the Open Space Land Grant Program. The jewel of the town's park system, Larz Anderson Park, was improved a few years ago with the assistance of a \$660,000 grant from the Commonwealth of Massachusetts, the last such grant approved by the State. Mrs. Wallace deserves particular credit for obtaining this grant for the town. In sum, Sara K. Wallace has brought in millions of dollars to the Town of Brookline over the past twenty-five years.

Her efforts, along with those of the Council for Planning and Renewal, the citizen participation committee which works most effectively on community development and other projects which benefit from citizen input, have been largely responsible for the excellence of Brookline's CDBG projects over the years.



Members of the Moroney Family at ceremonies dedicating Linden Square in memory of the late Daniel J. Moroney, long-time town meeting member and Village area activist.

Development Committee

In 1989, the Selectmen appointed a Development Committee composed of citizens and taxpayers to explore ways to boost the town's revenues through appropriate development in order to maintain the high quality of services residents have come to expect. Initially, the committee was asked to examine two specific areas for development potential: the Boylston

Street corridor and the Commonwealth Avenue corridor. However, after hearing the concerns of local residents at a series of public neighborhood meetings, the committee concluded that it would be inequitable not to look at development opportunities townwide. In September 1990, after Town Meeting voted funding, a consultant team headed by David Dixon & Associates was selected to conduct the townwide study.

In its Phase A report (July 1991), the consultant identified twelve priority areas across the town from the forty that were originally identified as potential sites. These twelve areas were further evaluated for their development potential and possible impacts. Over thirty public meetings were held in 1991, including Task Force meetings with each affected neighborhood, to explain the study and to listen to citizen concerns. The result of this work is contained in the Phase B report, which identifies ten of the twelve major study areas as having the most significant near and medium term potential to support new development and, over time, the possibility to yield approximately \$7-\$10 million annually. These ten areas are: Commonwealth Avenue, Chestnut Hill (Boylston Street), Chestnut Hill Benevolent Association/Reservoir Office Park, Municipal Transfer Station, Harvard Street north, Harvard Street south, Boylston Street (eastern portion), Brookline Place, Brookline Hospital and Bournewood Hospital.

Phase C of the development study culminated with the final Phase C Report in September, 1992, which included recommendations for zoning amendments, design guidelines, and transportation access plan requirements. At the 1992 Fall Town Meeting, the Development Committee submitted its comprehensive package for zoning recommendations but urged immediate passage for only three of the priority areas: Brookline Place/Village Square, Chestnut Hill and Brookline Hospital. Modified zoning changes for the first two areas were passed, for the third narrowly defeated, with town meeting members suggesting additional neighborhood meetings be held about the hospital site. The safeguard amendments related to the design review process and traffic impacts were also passed.

With a major phase of work completed, the Development Committee recommended that the Selectmen broaden the representation on the committee and allow the committee to continue the development study with funds granted in October 1992 by the State's Executive Office of Communities and Development. This work was completed in June, 1993 and culminated in zoning recommendations as well as reports by the consultant evaluating commercial parking requirements and fiscal costs and benefits of new development.

At the 1993 Fall Town Meeting, the Development Committee was able to gain overwhelming support for a compromise proposal for the Boylston Street Corridor zoning and for the Commonwealth Avenue Corridor, which was modified to include two additional blocks at the neighborhood's request. However, zoning recommendations for Harvard Street

south and for parking reductions for development near T-stops were not supported. (Zoning for Harvard Street north was withdrawn to allow further evaluation.)

The Development Committee believes that amendment of the zoning in four areas of town, with a possible future revenue stream of \$3.5 million annually, is an important first step. Now, however, the town must aggressively seek developers if growth is actually to occur. To this end, the Development Committee has recommended that a new position be created for a Development Officer. The committee also continues to review the remaining priority development study areas.

The membership of the committee in 1993 was: Chairman Robert I. Sperber, Vice Chairman Robert Kroin, Carl Axelrod, Clara Batchelor, Michael Berger, Miceal Chamberlain, Mary Churchill, Susan Gittelman, Alan Goldberg, David Hamlin, Larry Koff, David Lee, Bruce Moore, Thomas J. Nally, Jennifer Saffran, Barbara Scotto, Charles L. Short, Pat Ullmark, and Barry Weisman.

Redistricting Legislation

The Selectmen and all residents of Brookline were dismayed in November when the legislative redistricting plan was enacted. The effect on Brookline, Lynnfield, Milton, Randolph and dozens of other communities was to fractionalize them among a larger number of representative districts than had been the case previously. In Brookline's case, our 54,718 residents who had been divided between two districts, were split among five, one of which begins six miles away on Beacon Hill.

This action by the legislature was done with the single minded goal of preserving the number of representatives in the legislature from the City of Boston and other favored communities. In spite of declining population in those favored communities, Brookline and many other towns were cast into districts with which they have no community of interest and in which the impact of their votes has been negated. For example, in our case, we should have been part of at least two Brookline-based representative districts since our 1990 federal census population was 54,718 and the optimum population for each district is 37,603. Dividing a town the size of Brookline or any town into five representative districts was patently unreasonable and was unprecedented in the history of the Commonwealth.

The town joined with Milton, Lynnfield, Randolph and Stoneham in bringing a legal challenge to this flagrant scheme of gerrymandering, and Town Counsel David L. Turner devoted a great deal of time and effort to the litigation. Regretfully, the Supreme Judicial Court, on April 1, 1994, upheld the legislative action.

Two Town Officials Step Down

All who are familiar with the Town Meeting appreciate that its effectiveness depends in large measure on the competence and skill of the Moderator. The town was indeed fortunate to have had Justin L. Wyner as its Moderator from 1970 - 1982 and from 1991 - 1994. During his tenure, besides conducting the Town Meetings with a sense of propriety, dignity, fairness, and adherence to established rules of order, he introduced many innovations and experiments which have become part of the tradition of the Brookline Town Meeting.

The following resolution extolling Mr. Wyner was introduced by the Selectmen at the Special Town Meeting on April 15, 1994:

A RESOLVE TO JUSTIN L. WYNER

WHEREAS, Town Moderator Justin L. Wyner is stepping down from the Moderator's post after fifteen years of distinguished service in that capacity; and

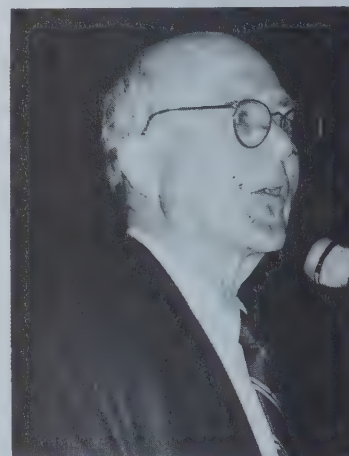
WHEREAS, Brookline Town Meetings under his guidance have always been noted for, and characterized by, full discussion, adequate deliberation, and the efficient disposition of town business; and

WHEREAS, his leadership, sensitivity, fairness and understanding were hallmarks of his service and brought us through many a difficult Town Meeting; and

WHEREAS, as Moderator, he instituted several new procedures including the roll call vote, the town meeting members' manual, Moderator's calling hours, and indoctrination sessions for new members, all directed toward helping make the Town Meeting more responsive and more viable; and

WHEREAS, he began his public career in 1958 when he was elected a town meeting member, served on the advisory committee from 1958-1965 and as its chairman from 1961 - 1963, and then assumed the responsibilities of Town Moderator, first from 1970 - 1982 and, most recently, from 1991 - 1994; and

WHEREAS, his many contributions to the community place him high on the list of Brookline citizens who, over the years, have put the town's welfare foremost in their concerns;



*Town Moderator
Justin L. Wyner*

BE IT THEREFORE RESOLVED, that we, the Board of Selectmen, on behalf of all the citizens of Brookline, extend to Jerry a sincere thank you for the important public service that he performed so admirably, together with best wishes for health and happiness in the years ahead.

Town Clerk Frances Halpern recently retired after twenty-two years of outstanding service to the town. That service began in 1972 when she was appointed to the Board of Registrars of Voters, which she chaired from 1976-1982. Ms. Halpern was appointed Assistant Town Clerk in 1981 and, upon the untimely death of Town Clerk William F. Sullivan, the Selectmen appointed her as Town Clerk in January, 1985. As the first woman Town Clerk in the history of the town, she carried on and enhanced the record of excellence forged by our legendary Clerk, Arthur Shinnars, and his capable successors, Thomas F. Larkin, John F. Kendrick and Mr. Sullivan.

Ms. Halpern's distinguished service was recognized by the Selectmen in a resolution adopted on April 19, 1994:

A RESOLVE TO FRANCES HALPERN

WHEREAS, Town Clerk Frances Halpern will be honored by her many friends and colleagues on Thursday, April 21, 1994, when they will recognize her twenty-two years of dedicated and outstanding service to the Town; and

WHEREAS, she brought unusual talents and abilities to the office of Town Clerk and worked unstintingly in the interest of making the government of our Town function properly; and

WHEREAS, her devoted service to the Town Meeting, the Board of Appeals, the Brookline voters, and the general public have won for her the affection, respect and admiration of her many constituencies and of all Town officials, past and present; and

WHEREAS, she has discharged her civic responsibilities, with a multiplicity of details, in such a manner as to reflect great credit upon our municipality; and

WHEREAS, it is well that we let Fran know that her tremendous service is appreciated, that we tell her in so many words that she has the gratitude of the entire citizenry of Brookline;

BE IT THEREFORE RESOLVED, that We, the Board of Selectmen, join in this most deserved tribute, and extend to Fran a sincere thank you for the important public service that she performed so well, together with best wishes for many years of health and happiness in retirement.



Town Clerk Frances Halpern with Former Governor Michael S. Dukakis

Tree City USA

The Selectmen were gratified at the recent designation of Brookline as the recipient of the Tree City USA Award by the National Arbor Day Foundation, a Nebraska-based organization dedicated to encouraging tree care and tree planting programs across the country. Brookline has long been recognized as a community that takes its tree care responsibilities seriously, and looks upon its tree planting program as a living memorial to our citizens' concern for the quality of life now and in the years ahead.

The town's tree planting program was bolstered in January, 1994 when the Board was advised that the late Benedict S. Alper had bequeathed \$50,000 to the town for the planting of trees, a town activity which he valued greatly. This extraordinary bequest on the part of Mr. Alper, one of the town's most active citizens over the years, will help insure that his beloved Town of Brookline will continue to have the tree lined streets which add so much to the community's amenities.

Mr. Alper was a town meeting member for twenty-five years and is remembered for his wit and sense of humor at town meeting, which he cherished as a special, unique and pure form of grass roots democracy. He held Brookline's official, if largely honorary, title of Measurer of Wood and Bark and his levity is captured in the following report which he submitted some time ago:

"At the time of my first appointment by your Board to serve as a Measurer of Wood and Bark for the Town, I was informed, in response to my request for information with regard to the post, that qualifications for the Office, its responsibilities and the records of my predecessors were all – like the honorarium paid to the person occupying it – null and inexistent. I thereupon set out to discover if history might help me to more effectively discharge my new duties. This

search took me to Town archives, the Public Library and the Historical Commission. I regret that I have brought little to light as a result of this pursuit, but, as may be said of the Office of Measurer of Wood and Bark itself, it is better than nothing.

Brookline first voted to elect Measurers in 1770. Town records state: "March ye 5th, 1770 At a Meeting of the Inhabitant (sic) of the Town of Brookline Legally Warn'd voted Thomas Aspinwall Jun'r. chosen Surveyor of Wood - Sworn." This action was taken pursuant to an earlier law authorizing the appointment of such Measurers, which dates back to 1705.

The earlier statutes also defined the standard dimensions for cord wood as consisting of "a pile, closely stacked, eight feet in length four feet in width and four feet in height." The term "kindling wood" included odds and ends of split wood, "edgings, clippings or other waste wood averaging eight inches or less in length."

The position was evidently compensated by a system of fees rather than by salary or stipend, for by 1758 sellers of cordwood or firewood were required to issue a "certificate" to the buyer, specifying the names and addresses of both parties and a statement of the amount of wood involved in the transaction. Violation of this provision carries a fine of not more than fifty dollars - this provision is presumably still valid today.

Measurers of wood and bark, from earliest times, were entitled "to such fees for their services as the ... selectmen shall establish," be paid by the seller, who was to be repaid by the buyer. My letter of appointment from your Board carried with it no such schedule of fees for my services, and I wonder whether opinion might now be invited from Town Counsel as to whether the Board has not been derelict in the matter. I have made no search of court records, but the provision of penalties for violation of the law with regard to the issuance of certificates in transactions involving the purchase and sale of wood might well provide a source of funds - if it were to be enforced - from which the Measurers (for I know I am but one of two such) might be paid for their services.

It remains a nice question for a delver into history to discover whether the office has fallen into desuetude (other than its honorific aspect) because no fees were paid, because no penalties were exacted from persons who obviously went about freely buying and selling wood without proper certificates. This provides from a rather unexpected source, an example of how, when the law is not enforced the Town Treasury is the poorer for want of funds which might have been derived from fines imposed upon violators of the law.

The post was first called "Surveyor of Wood and Lumber" and changed in 1851 to "Surveyors of Lumber and Measurers of Wood and Bark." I cannot fathom why bark should be measured by anyone, though I suspect that this commodity may have been of value in tanning leather, which was an important industry in Massachusetts, before it was overtaken by electronics.

Some may ask whether in suggesting this I am bark-

ing up the wrong tree, to which I would counter: "How do you know when you are barking up the right one?"

The only instance of official action by a Brookline Measurer recorded in our local press is a story dated March 30, 1940. A certain Howard Gordon of Newton, N.H. had sold a half cord of firewood to a Mrs. Louisa Sexton of Commonwealth Avenue. He was charged in Brookline Court with having issued the customer a certificate showing that the half cord sold to her contained 64 cubic feet. Our alert Measurer, William Coughlin, was requested to measure the wood which tallied only 48 cubic feet. The argument of the seller that "natural shrinkage" had reduced the total bulk by 16 cubic feet "carried little weight" with Mr. Coughlin, the Brookline Citizen tells us.

The measurer's zeal for full justice was matched by that of Judge Wyner, who fined the seller \$25, which was suspended and the wood dealer placed on probation for six months. The news story bore the headline "Measurer of Wood and Bark Gets His Man."

This incumbent regrets that he has no such feats of derring-do to recount during his terms in office. This does not mean that incidents of "natural shrinkage" do not persist. It is fair to say that with the increased popularity of wood as fuel for home fires, there probably is one hell of a lot of such unrecorded, unreported and unpunished "shrinkage" going on today. I would suggest that if the duties of the Measurer were to be expanded so as to make him a "Measurer of Fuel Oil" as well as of wood and bark, that a great deal of "natural evaporation" could be discovered between fuel truck and household tank. The exact extent of this shrinkage in oil delivery can only be guessed at by anyone paying a dollar a gallon for it.

No report should end without a recommendation. I respectfully submit that if statutes with regard to the issuance of certificates of sales of firewood and yes, even of bark, continue to be flouted, and if the Selectmen continue to be remiss in the issuance of a schedule of fees for the services of its duly appointed Measurers of Wood and Bark, all kinds of undercover swindles of innocent customers will continue. Your Measurers will continue to serve diligently without payment for their vital services despite the want of such a schedule of fees and the consequent lack of funds which might be otherwise derived from penalizing those who give short measure.

As long as those who continue to give short weight go unpunished, your Measurers will continue to receive short shrift.

Respectfully submitted,
Benedict S. Alper"

Appointments

During the year the following new appointments were made:

On the Board of Examiners, Barnett Berliner was appointed to fill the vacancy occasioned by the resig-

nation of Jack Prager and Israel Katz filled the vacancy occasioned by the death of George Michelson. Barbara Gopen replaced Denise Karlin on the Commission for the Disabled and Jane Alper and Barbara Gollis were appointed Associate Members. Pamela Lindmark filled the vacancy occasioned by the resignation of Julie Kaminkow, and Lynne E. Dreyfus and Patricia Keane replaced Myrna Kahn and Mona Thaler on the Commission on the Status of Women. Barbara Mackey and Keith Beasley replaced Lewis Edgers and Dr. Philip Leder on the Conservation Commission. Stephen Kramer replaced Douglas Shatkin and Beatrice Mikulecky filled the vacancy occasioned by the resignation of Sandra L. Schwartz on the Human Relations/Youth Resources Commission.

On the Park and Recreation Commission, Michael Berger filled the vacancy occasioned by the resignation of Thomas Dougherty. Jacqueline J. Young was appointed to the Personnel Board to fill the vacancy occasioned by the resignation of Alexander Spaulding. Catherine Cagle was appointed to the Planning Board to fill the vacancy occasioned by the resignation of Clifford Cohen. Maurice Childs replaced Sergio Modigliani on the Preservation Commission. Debra Bickoff and F. Robert Houlihan were appointed to the Rent Control Board to replace Dana Cetlin and Terri Scherr. William J. Riley replaced Steven Dean on the Transportation Board.

Status Report on Capital Projects 1993 Annual and Special Town Meetings

Fuel Tank Leak Monitoring - Town Meeting appropriated \$50,000 for the purchase and installation of fuel tank leak monitoring systems at the Park and Water Garages. The design is nearly completed. Bids are due in August of 1994 and work is expected to be completed in November.

Lincoln School Frieze Relocation - Town Meeting appropriated \$75,000 to relocate the frieze at the Old Lincoln School to the New Lincoln School. This project is currently on hold.

Water Meter Replacement - Town Meeting appropriated \$100,000 for the replacement of 42 large water meters in various locations. All of the water meters have been purchased and most have been installed using town employees. A June completion date is anticipated.

Street/Sidewalk Rehabilitation - Town Meeting appropriated \$470,667 for the repair, reconstruction, and resurfacing of various sections of streets including Heath Street, Warren Street, and Harvard Street. A contract with D. & R. General Contractor was executed in April. Construction has started and should be completed in June.

Town Hall Elevators - Town Meeting appropriated \$60,000 to supplement the previous appropriation to repair and renovate the Town Hall elevators. The contract was awarded to Atlantic Elevator in October and the project was completed in April.

Sewer Main Rehab - Town Meeting appropriated

\$635,000 for the following improvements: cleaning and slip lining of 6,540 feet of 30" sewer main, cleaning and sealing of 21,800 feet of 8-24" sewer main, rehabilitation of six manhole structures, replacement of seven service connections, chemical treatment of 3,200 feet of sewer main for root control, and replacement of 800 feet of loll and 18" sewer main. Bidding documents were prepared by Camp Dresser and McKee. Bids will be opened in May and the contract is expected to be completed by November.

Water Main Cleaning/Lining - Town Meeting appropriated \$5,200,000 for the cleaning and cement lining of approximately 18 miles of water mains including pipe, valve and hydrant replacement. A contract was awarded in June to W. Walsh Company, Inc. This represents the second year of a three-year contract which should be completed by November of 1995.

Town Hall/Library Garage Rehabilitation - Town Meeting appropriated \$130,000 for making repairs to the Town Hall/Library Parking Garage, including replacement of parts of the roof membrane, the flashing, and repair of the concrete in the interior of the building. L.E.A. was selected in November as the designer. The design development is complete and the construction drawings will be put out to bid in May.

Coolidge Corner Library Skylight - Town Meeting appropriated \$50,000 for the replacement of the skylight at the Coolidge Corner Library. A contract was awarded to Diversified Contracting in December. The project should be completed by July.

Lynch Recreation Center Foundation - Town Meeting appropriated \$50,000 for the reconstruction of the storm water drainage system at the Lynch Recreation Center. A designer should be selected by June and the project is expected to be finished by December.

Lawrence School Roof - Town Meeting appropriated \$150,000 for the replacement of the roof at the Lawrence School. A contract was awarded to Diversified Construction in December and it is expected that the project will be completed this June.

Dean/Clinton/Clark Traffic Lights - Town Meeting appropriated \$130,000 for the installation of traffic signals at the Dean/Clinton/Clark intersection. The Transportation Board voted not to install the signals at this location.

School Zone Flashing Speed Limit Signals - Town Meeting appropriated \$30,000 for the construction of school zone flashing speed limit signals for the Runkle School. Tri-State Signal, Inc. completed the installation in April.

Waldstein Tennis Courts - Town Meeting appropriated \$100,000 for the reconstruction of the Waldstein Tennis Courts. A contract was awarded to Ellingwood Construction Corp. in August. Reconstruction was started in October and should be finished in June.

Lights at Waldstein, Amory, and Skating Rink - Town Meeting appropriated \$50,000 for the purchase and installation of poles, control boxes, timers and wiring for outdoor lighting at Amory, Waldstein, and the skating rink. The lighting at Waldstein was incorporated into the Waldstein Tennis Court reconstruction project and the skating rink lighting improvements are

to be included in the pavilion project. Design for the lighting at Amory is pending.

Mechanical Systems at Skating Rink - Town Meeting appropriated \$45,000 for replacement of the evaporator/condenser and repairs to the compressors at the skating rink. A contract was awarded to Northeast Distributors Inc. in October. The work was started in that month and completed in November.

Skating Rink Improvements - Town Meeting appropriated \$30,000 for replacement of the plexiglass panels at the skating rink. This work will be completed as part of the pavilion project.

Playground Rehab - Town Meeting appropriated \$75,000 for new surface material, play structure replacement and new park benches. The design is substantially completed. Bids are due in May. Construction is expected to begin in June and be completed by August.

Ballfield Improvements - Town Meeting appropriated \$50,000 for the refurbishment of several fields and diamonds, and the installation of protective fencing. Work is underway using both Park Division personnel and outside contractors.

Heath School Rehabilitation - Town Meeting appropriated \$260,000 for plans and specifications for the renovation of the Heath School, which will address the windows, roof, three portables, classroom space, mechanical systems, handicapped accessibility, and interior and exterior maintenance. Loers Weinzapfel Architects was selected in November. Construction documents are complete and a contract for construction will be awarded in May. A completion date of September 1995 is anticipated.

Driscoll School Roof/Walls - Town Meeting appropriated \$30,000 for plans and specifications for rehabilitation of the Driscoll School roof and exterior walls. A designer, J.C.A. Architects, was selected in April. Design development is in progress. The construction will be bid in June and completed by October.

Computer Hardware and Software for Town and School Departments Phase I - Town Meeting appropriated \$600,000 for the purchase and installation of computer hardware and software for town and school departments. A vendor for the financial management system should be selected by June. This on-going project is expected to be finished in the spring of 1995.

Library Access Catalog System - Town Meeting appropriated \$100,000 to complete the installation of the on-line access catalog system at the Main Library. Conversion of bibliographic records has been started and should be completed by the fall. Installation should be finished in June 1995.

Library Renovations - Town Meeting appropriated \$140,000 for the replacement of windows at the Main library and for the design of interior renovations required as a result of the automation project. The designer selection process has been started and the work is expected to be finished in February of 1995.

Heath School Roof - Town Meeting appropriated \$120,000 for the replacement of the Heath School roof. A contract was awarded to Gibson Roofing in December. Replacement should be completed in June.

TOWN ADMINISTRATOR

When the Town Administrator legislation was enacted in 1985, it represented a milestone in the history of our town administration. While it did not provide for a drastic change in the Brookline town government, it went a long way towards delineating the most appropriate roles for the Board of Selectmen and the chief administrative officer in Brookline. The executive branch of town government was strengthened appreciably, with the Selectmen being able to concentrate on policy approaches to issues and programs while the Town Administrator fulfills responsibilities which encompass broad managerial functions.

Some of the more important functions and duties assigned to the Town Administrator are (1) the recruitment and recommendation for appointment by the Board of Selectmen of most department heads, as well as annual performance evaluations; (2) formulation of the annual financial plan, including detailed projections of all revenues and expenditures; (3) recommendations with respect to the capital improvements program and the financial impact of warrant articles; (4) recommendations concerning collective bargaining proposals and the development of fiscal guidelines for that important area of town expense; (5) coordination of intra and intergovernmental affairs; and (6) acting as the administrative spokesperson for the town. The Town Administrator Act was amended a few years ago to provide that the Town Administrator would present to the Selectmen only one candidate for a vacant department head position, whom the Selectmen would appoint or reject, and to authorize the Administrator to propose administrative reorganizations to the Board of Selectmen and to Town Meeting.

On the whole, I believe the Town Administrator legislation, as amended, has worked very well. Several first-rate appointments have been made to department head and administrative staff positions. They include: Comptroller Judith A. Haupin, Fire Chief Robert D. English, Veterans Services' Director Bernard J. Belcastro, Information Services Manager Jonathan T. Snodgrass, Deputy Town Administrator Brian F. Sullivan, Assistant Town Administrator Robin E. Coyne, Director of Finance/Treasurer-Collector



Town Administrator Richard T. Leary

Harvey J. Beth, Building Commissioner James J. Nickerson, Public Works Commissioner A. Thomas DeMaio, Chief Assessor George F. Moody, Chief of Police Howard A. Brackett, and Director of Rent Control Joel C. Berkovitz. The Administrator's annual financial plans have been well received by the reviewing authorities and have evoked many favorable comments from officials in other communities. His involvement with many issues of importance to cities and towns throughout the Commonwealth, particularly those relating to state-local fiscal relations, has been helpful in a practical way, and, hopefully, has reflected well on Brookline. The establishment of

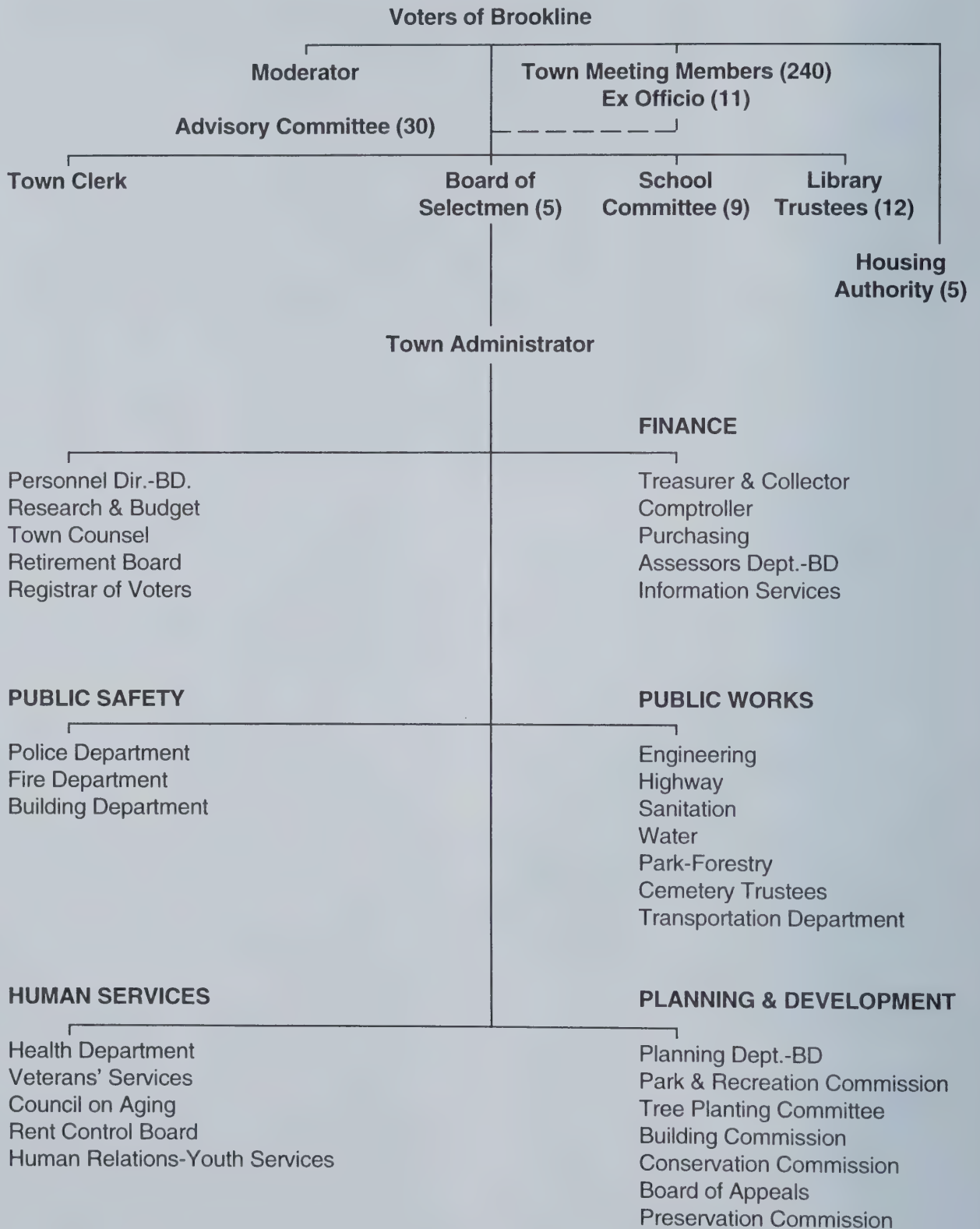
a Department of Finance, as recommended by the Town Administrator, has put in place the organizational structure necessary for the effective administration of the town's finance-related agencies.

FY95 Financial Plan

The Town Administrator's Financial Plan represents the views of the chief financial officer of the town on all fiscal matters for the upcoming year, including: state, county, MWRA, MBTA and other assessments; collective bargaining objectives; overlays; all operating and unclassified budgets; revenues from all sources; and capital expenditures. This comprehensive, detailed document is available at the Selectmen's office and at the public libraries. The executive summary of the FY95 Financial Plan, which was submitted to the Board of Selectmen and the Advisory Committee on February 11, 1994, is as follows:

"It will probably come as no surprise to you that total revenue available to cities and towns in the Commonwealth is nearly unchanged since 1981 when Proposition 2½ was instituted. According to the Massachusetts Taxpayers Foundation (MTF), total local revenues, after adjusting for inflation and population increases, increased only \$34 per capita from 1981 to 1993 — from \$1,607 (in 1993 dollars) to \$1,641. This twelve year record translates into an average annual increase of just 0.2%. It is unlikely that any public enterprise has a similar record.

Government of the Town of Brookline



LOCAL REVENUE 1981 - 1993
CONSTANT 1993 DOLLARS
(\$billions)

	Property Taxes	Pct Chg	Fees & Charges	Pct Chg	Total Own- Source Revenue	Pct Chg	Local Aid	Pct Chg	Total Revenue	Pct Chg	Infla- tion
1981	5,431.8		1,274.8		7,365.2		1,855.9		9,221.1		
1982	4,608.9	(15.1)	1,090.2	(14.5)	6,358.5	(13.7)	2,105.3	13.4	8,463.8	(8.2)	6.9
1983	4,251.1	(7.8)	1,146.3	5.1	6,094.4	(4.2)	2,248.1	6.8	8,342.5	(1.4)	5.7
1984	4,124.9	(3.0)	1,205.4	5.2	5,975.9	(1.9)	2,304.1	2.5	8,280.0	(0.7)	4.3
1985	4,103.1	(0.5)	1,325.7	10.0	6,022.2	0.8	2,452.1	6.4	8,474.3	2.3	4.9
1986	4,183.8	2.0	1,388.5	4.7	6,222.1	3.3	2,564.5	4.6	8,786.5	3.7	3.8
1987	4,329.4	3.5	1,511.0	8.8	6,461.6	3.9	2,914.7	13.7	9,376.4	6.7	3.3
1988	4,471.2	3.3	1,595.0	5.6	6,682.5	3.4	3,034.6	4.1	9,717.1	3.6	4.2
1989	4,648.5	4.0	1,750.0	9.7	7,034.5	5.3	3,036.3	0.1	10,070.8	3.6	4.2
1990	4,852.5	4.4	1,991.3	13.8	7,472.8	6.2	2,677.5	(11.8)	10,150.4	0.8	3.8
1991	4,991.4	2.9	2,004.5	0.7	7,591.3	1.6	2,447.2	(8.6)	10,038.4	(1.1)	4.0
1992	5,137.5	2.9	2,093.9	4.5	7,706.7	1.5	2,106.6	(13.9)	9,813.3	(2.2)	2.1
1993	5,248.1	2.2	2,052.0	(2.0)	7,731.0	0.3	2,170.8	3.0	9,901.7	0.9	2.4
(est.)											
Pct Chg											
1981 to 1993		(3.4)		61.0		5.0		17.0		7.4	

Source: Department of Revenue. Tax Rate Recapitulation Sheet, various years.

Inflation: Bureau of Economic Analysis. Implicit Price Deflator for State and Local Government Purchases of Goods and Services.

Many factors contribute to this result, but the most important were the extraordinary initial impact of Proposition 2½ when property taxes were reduced by 25% in real terms over three years, and the state government's refusal to sustain its commitment to local aid increases. The history of local revenues since 1981 is also dominated by Proposition 2½'s central rule that nearly always limits property tax growth to less than the rate of inflation (except for increases associated with new construction). Total property taxes in constant dollars are still 8% or \$75 per capita less than they were in 1981, even with the real estate boom of the mid 1980's that fueled substantial increases. In 1981, property taxes raised \$947 per capita (in 1993 dollars); now the total is \$872.

In marked contrast to property taxes, the MTF report found that local fees and charges increased dramatically over the period—by \$119 per capita (\$222 to \$341), in all, nearly 54%. The combination of property tax decreases and fee increases has left total local revenues unchanged since 1981.

As noted above, the revenue squeeze dilemma is not unique to Brookline. Since the state abandoned its financial commitment to the cities and towns in FY89, communities throughout the Commonwealth have been forced each year to make deeper and deeper cuts into critical services such as public safety and education. This universal fiscal distress is evidenced by the large number of communities voting on Proposition 2½ overrides. Almost all of the heavily residential communities in the state have at some point in the last ten years attempted an override. Over 90% of the communities in Massachusetts have attempted either an override, debt exclusion, or capital outlay exclusion vote. Newton, Arlington, Needham, Lexington and Wellesley, communities with which we compare for various purposes, are included in the group. In Brookline, rather than resort to a general override, we have turned to local fees and charges as a source of revenue growth. A prime example of this was in FY89 when the state cut its aid to Brookline by \$2 million. To make up for this loss of state aid, the town

instituted a refuse collection fee.

From FY89 to FY92, Brookline's state aid was cut from \$13,680,301 to \$8,159,454, a reduction of over \$5.5 million. In FY93, aid was increased \$805,477, \$565,300 of which was dedicated to the schools in the form of a grant. In FY94, aid was increased \$478,453. For FY95, aid is projected to increase \$366,016, including the additional lottery distribution, to a total of \$9,809,400. This is still \$4 million less than the amount of aid received in FY88. Unfortunately, the new education reform law is of little assistance to Brookline. Under this law's aid distribution formulas, nearly all of the aid is allocated to poorer school districts. In FY95 and subsequent years, Brookline will receive increases of only \$25 per student or \$131,900. Consequently, we can expect no help from the state unless there is a radical change in its funding philosophy for cities and towns.

Without the support of the state and with local revenues essentially maximized, the town's only source of revenue growth is the property tax, which is limited to 2½%, plus new growth. This amounts to approximately \$2.4 million. When compared to annual fixed cost increases ranging from \$4 million to \$5.5 million, the inherent, structural financial problems of the town are apparent. New revenue sources, including overrides from time to time and/or radically new ways of doing business, must be pursued in the long term interest of the town.

FY95 Revenue Deficit

In January, when the Selectmen adopted fiscal guidelines for FY95 and the administrative staff began the preparation of the Financial Plan, our projected revenue deficit stood at \$2,918,100. I am pleased to report that the staff's intensive efforts since then have reduced the deficit to \$1,394,742. On the revenue side, significant contributions to this improvement are: 1) new growth in the amount of \$50,000; 2) local receipts which are not offset by increased expenses—\$415,690; 3) increased state aid totalling \$228,016, and 4) \$150,000 in surpluses in prior years' tax abatement accounts which the assessors will declare as excess.

With regard to free cash, none will be available for appropriation in FY95. Free cash has been negatively impacted by the slow economy of the last few years. Increased property taxes outstanding and reduced surpluses in budgets and local receipts have resulted in substantial negative free cash balances as is shown below.

FREE CASH CERTIFICATIONS

<u>6/30/88</u>	<u>6/30/89</u>	<u>6/30/90</u>
1,508,815	99,799	3,024,563
<u>6/30/91</u>	<u>6/30/92</u>	<u>6/30/93</u>
(2,571,495)	(2,378,823)	(87,835)

An intensive effort has been made by the Treasurer/Collector over the last year to bring the balance of outstanding taxes down to a more typical level. This effort has been very successful. In one year the free cash balance was brought up from a negative \$2,378,823 to a negative \$87,835. We expect that the next free cash certification in June, 1994 will be in the range of a plus \$250,000 to \$550,000. If there is a positive balance in free cash at that time, it would not be available for appropriation until the 1994 Fall Town Meeting. In any event, a free cash balance of that size should be retained as an emergency reserve. Our goal will be to maintain a minimum free cash balance of \$1,000,000.

At the outset of our work on fixed cost increases, we had identified \$2,818,100 in such increases in addition to the sum of \$1,980,000 which has to be appropriated to fund collective bargaining settlements. A few areas show improvement over the earlier figures, notably group health insurance in the amount of \$250,000, the budget for Information Services which has been reduced by \$79,351, and the amount required for bilingual education which is \$25,500 less than originally estimated.

The following is a summary of the major fixed costs:

Collective Bargaining (+ \$1,980,000)

Total FY95 collective bargaining costs for town and schools are projected at \$1.98 million, which is broken down \$1,000,000 for the town and \$980,000 for the schools. While there are a few unions, including the school unions and firefighters, which have not settled agreements for FY95, all other unions have settled. For those groups that have settled, the established wage adjustment is between 3% and 3.5%. In accordance with the town-school split agreement, any carry-over costs for a split wage increase in FY94 have not been included in this estimate for FY95 and will be absorbed within existing budgets.

Group Health (– \$250,000)

For the first time in memory, the group health budget is projected at a lower level for the next fiscal year. The town's efforts to move eligible retirees over to medicare have been very successful and is the key factor in this favorable development. Town Meeting accepted legislation which authorized us to mandate that eligible employees switch over to medicare. There is no change in benefits for the retiree, but the federal government will now pick up at least 50% of the cost. Savings are estimated at about \$400,000.

Other cost saving measures are also being pursued aggressively. The group health advisory committee, made up of employee union representatives and town officials, has been meeting intensively on the subject of establishing a preferred provider organization (PPO). Such a program could achieve significant savings for the town.

FY-95 REVENUE BUDGET

REVENUE SOURCE	FY-94	FY-95	FY-94-FY-95 INCREASE (DECREASE)	CHANGE FROM JANUARY GUIDELINES
Property Taxes	\$72,293,772	\$74,725,766	\$2,431,994	\$31,994
Local Receipts	\$26,590,476	\$28,111,066	\$1,520,590	\$1,520,590
State Aid	\$9,443,384	\$9,809,400	\$366,016	\$228,016
Other Funds	\$2,292,552	\$2,318,328	\$25,776	\$175,776
TOTAL REVENUE	\$110,620,184	\$114,964,560	\$4,344,376	\$1,956,376

MAJOR VARIANCES

Property Taxes		
2.5% levy increase	\$1,774,693	\$0
New growth	\$675,000	\$49,693
Prior levy capacity	\$23,386	\$23,386
Debt exclusion	(\$41,085)	(\$41,085)
	<u>\$657,301</u>	<u>\$31,994</u>
Local Receipts		
Water rates (offset by expenses)		\$1,006,900
Refuse fees (offset by expenses)		\$68,000
Parking & moving violations		\$285,000
Rent control fees		(\$105,000)
Sale of Lincoln School frieze		(\$370,000)
Rec summer camp (partially offset by expenses)		\$58,000
Ch. 121A payments in lieu of taxes		\$60,000
Interest Income		\$105,000
Other misc. departmental receipts		<u>\$112,690</u>
		<u>\$1,520,590</u>
State Aid		
Education reform		(\$6,100)
Lottery		\$363,867
Stabilization aid eliminated		<u>(\$119,751)</u>
		<u>\$228,016</u>
Other Funds		
Parking Meter receipts		(\$15,000)
Overlay surplus		\$150,000
State aid to libraries		\$40,025
Unexpended capital project funds		\$1,000
Golf enterprise fund reimbursement		<u>(\$249)</u>
		<u>\$175,776</u>

The town is also closely monitoring the health reform efforts on the federal level and the potential impact of such reform on the town. It is too early in the process, however, to determine whether the town would see its costs go up or down.

Pensions (+ \$228,828)

The Commissioner of PERA (Public Employee Retirement Administration) has notified the town that the

pension appropriation requirement for FY95 will be \$7,415,410, an increase of \$228,828.

Group Life Insurance (+ \$42,000)

Group life insurance is increasing \$42,000 to cover the increase in coverage from \$2,000 to \$5,000 per employee.

Workers' Compensation (+ \$75,000)

The workers' compensation budget is projected to increase \$75,000 to cover increased payroll and medical costs, increased state assessments, and a reserve for some potential settlements. Cost control measures for this program have been very successful in recent years. Presently, there are only 17 employees on workers' compensation, 11 of whom are long term cases on retirement.

Unemployment Compensation (+ \$200,000)

Given the magnitude of the projected deficit, a sizable number of layoffs are anticipated. An increase of \$200,000 will make the total budget \$654,000, which should be sufficient to cover approximately 45 to 50 layoffs.

Reserve Fund (+ \$300,000)

The reserve fund is proposed to be increased by \$300,000 to a total of \$767,190. Based upon actual expenditures from the reserve fund over the last several years, this increase is warranted.

Energy (+ \$220,858)

The overall energy budget for town and school has been increased by \$220,858. The school energy budget, which accounts for a majority of the increase, is up \$120,724 due to increased consumption resulting from the increased ventilation of schools. Increased electrical rates have also impacted both town and school budgets.

Debt and Interest (+ \$907,383)

The total debt and interest budget for FY95 is increasing \$907,383 to a total of \$7,038,058. Water and sewer debt service, which is covered by user charges, accounts for \$482,826 of the total increase. Long term debt service is increasing \$680,014, bond anticipation note interest is increasing \$92,000 to a total of \$150,000 to cover temporary borrowing costs for FY95 CIP projects, and miscellaneous/abatement interest is increasing by \$40,000.

Solid Waste (+ \$105,987)

Solid waste disposal costs, which are covered nearly 100% by a user charge, will increase by \$105,987 to cover a contractual increase in rates.

Elections (+ \$56,395)

In FY95, the Town Clerk will have two additional elections to administer.

Police Medical Claims (+ \$63,000)

An increase of \$63,000 is projected to cover the medical costs of police officers injured in the line of duty. This increase brings the budget in line with the actual experience of the last few years.

Schools (+ \$799,000)

Total increases for the schools amount to \$799,000. They include \$381,500 for special education, \$71,500 for bilingual education, \$271,000 for steps and benefits, and \$75,000 for the anticipated reduction in tuition revenue.

Town/School Split

The town/school share of the revenue deficit was the subject of extensive discussions between Chairman Merrill and the School Committee's sub-committee. The Selectmen and the School Committee have agreed to share in the FY95 revenue deficit according to the following terms:

1. The split of the town's projected revenue deficit of \$1,394,742 will be set at $\frac{2}{3}$ town and $\frac{1}{3}$ schools.

Town	\$929,828
School	\$464,914
2. The parties agree that the FY95 net school spending by the Town of Brookline for schools will in no event be less than the contribution necessary to meet the provisions of the education reform act as certified by the Massachusetts Department of Education.
3. Last year's collective bargaining policy will continue in effect, i.e., any carry-over of built-in increases from previous years' collective bargaining which exceed 3.5% will be absorbed by the town and the schools as a discretionary increase.
4. In the event of an adverse decision in the pending HMO litigation, the town and the schools will absorb their proportionate share of the liability.
5. Any additional town revenues will go to offset the deficit and cannot be used to offset the activities of any department other than for costs associated with generating additional revenue or other fixed cost increase.
6. Any increase or decrease in general state aid for the town or schools shall be factored into the calculation of the deficit.
7. Through frequent, regular, open communication between the Board of Selectmen and the School Committee, and their respective staffs, both parties will update each other as the budgets develop, as the capital improvements program evolves, and as estimated revenues and expenses change.
8. In the unlikely event of a surplus, after elimination of the deficit, all additional revenues will be split 50-50 between the town and schools.

Operating Budget Reductions

Although we were successful in reducing the revenue deficit from \$2,918,100 to \$1,394,742, deep budget cuts in FY95 are unavoidable. Major service reductions will have to occur in priority areas such as police, fire, schools, and public works. Regrettably, we are forced to cut dozens of positions. Since we have very few vacancies, this will result in a substantial number of layoffs.

The following are the major discretionary budget reductions which are reflected in the Financial Plan:

Schools \$464,914

Although the school system’s share of the town/school split is \$464,914, the Superintendent of Schools is recommending budget reductions totalling \$786,914. As reported by the Superintendent, this reduction is based on the following assumptions:

- a) \$464,914 School system share of town/school split based on the gap between total of town and school fixed cost increases and available revenues. On the school side, this figure absorbs the fixed cost increase of Special Education (\$381,500), Bilingual Programs (\$71,500), and step increases for teachers (\$271,000). It also accounts for \$980,000 in collective bargaining for the school system (\$350,000 rollover of 1.5%) from the previous teachers’ contract, and \$630,000 for future negotiations.
- b) \$271,000 Increased enrollment for additional 130 elementary student population projection for 1994-95.
- c) \$ 26,000 Funds to address Olney settlement for clerical upgrades.
- d) \$ 25,000 Funds to bring contingency reserve up to \$100,000.

The recommended reductions are incorporated in the following categories:

Category I

- 1) \$10,000 *High School Athletics*—Analysis indicates that if we increase the user fees from \$65 to \$75 we would be able to save \$10,000 while still enabling the projected 5% of student athletes who cannot pay to participate.

- 2) \$ 4,500 *After School Sports*—Analysis indicates that if we increase the after school sports fee from \$15 to \$30 we would be able to offset the budget by \$4,500.
- 3) \$13,500 *Tuition Increases*—An increase of \$200 in out of district tuitions (\$6,350 to \$6,550), and \$100 in staff and town employees’ contributions (\$625 to \$725) would realize \$13,500.
- 4) \$60,000 *Adult Education*—A collaborative effort with adult education to help us offset overhead costs would realize \$60,000. We are working with adult education to determine how these types of savings can be worked out to our mutual advantage.
- 5) \$50,000 *Central Administration Vacancies and Consolidations*—A combination of vacancy and consolidations of central administration positions would save \$40,000. Reassignment of Home and Hospital coordinator responsibilities to school vice principals will save an additional \$10,000.
- 6) \$50,000 *Salary Accounts*—Analysis of all salary accounts indicates that we can reduce the budget by \$50,000; this is due to staff who are being replaced by lower paid personnel upon retirement.
- 7) \$32,500 *Extended Day Aides*—This would eliminate school system funds for aides for Special Education students assigned to extended day programs.
- 8) \$ 3,000 *Summer School*—Recreation Department is picking up \$3,000 in work we have assumed in the past.
- \$223,500 Subtotal Category I

Category II

The recommended reductions at the kindergarten through grade eight level are 6.1 Full Time Equivalent classroom teaching positions. This will result in cross-grade grouping of classes at the Devotion School, Heath School, Lincoln School, and Pierce School. There will also be the equivalent of a full time position cut in the grade 7 and grade 8 program at the Devotion School. The net result of these reductions is that average class sizes will be driven up across the elementary school

system. It will also likely result in the layoff of our most recently hired teachers.

This will represent the first budget in which we have not been able to support reasonable class sizes at the elementary school level. We anticipate about 110-130 additional elementary students in 1994-95. It is clear that we will have many more classes of 24 and 25 students, and for the first time many classes of 26 or more. This has been a value that we have tried mightily to preserve. It is very frustrating not to be able to continue to support this value. More importantly, it will have negative educational implications for our students and put added pressure on what teachers can provide to students.

\$181,414 Subtotal Category II

Category III

Brookline High School offers purposefully comprehensive educational programs so that we will fulfill the democratic mission of the public schools. Over the past four years, the high school has sustained the loss of 17% of its staff. The following budget cuts, which were recommended by Dr. Weintraub following review with his staff and parent community about how best to absorb \$382,000 in cuts, represent an additional reduction in its professional staff and will result in fewer classes offered, a master schedule that is far more constrained, diminished access to the program, less support for the student body, and a significant reorganization that eliminates the house structure. Listed below are the administrative reorganization and the program cuts at Brookline High School:

A. Administrative Reorganization Plan—Costs and Savings Eliminate Current House Structure:	
Three Housemasters	\$195,000
Three Houseteachers	\$ 75,000
Three House Secretaries	\$ 85,000
Total current costs	\$355,000
Proposed Administrative Reorganization	
Assistant Headmaster for	
Academic Support	\$ 68,000
Academic Support Coordinator (.6)	\$ 24,000
Freshman Class Advisor (.4)	\$ 16,000
Freshman Mentor Teachers (20)	\$ 10,000
Sophomore Class Advisory (.2)	\$ 8,000
Junior Class Advisory (.2)	\$ 8,000
Senior Class Advisory (.2)	\$ 8,000
Secretaries (2)	\$ 57,000
Total Projected Costs	\$199,000
Projected Savings:	\$156,000

B. Reductions at Brookline High School	
Administrative Reorganization	\$156,000
Social Worker	\$ 52,000
English (.5)	\$ 20,000
Foreign Language (.4)	\$ 20,000
Home Economics (.4)	\$ 18,000
Mathematics (.4)	\$ 19,000
Occupational/Tech Education (.2)	\$ 10,000
Performing Arts (.2)	\$ 8,000
Physical Education (1.0)	\$ 36,000
Science (.25)	\$ 11,000
Social Studies (.2)	\$ 8,000
Mind's Eye (.2)	\$ 10,000
Technology Support (.2)	\$ 9,000
Science Lab Assistants	\$ 5,000

\$382,000 Subtotal Category III

Police

\$227,931

The Police Department is scheduled to lose nine patrol officer positions which will affect several highly successful programs in the department. Since our top priority is to preserve the Patrol Division, which is the mainstay of the department, the positions that will have to be eliminated fall in various specialist categories.

The DARE Program is carried out by two patrol officers who conduct comprehensive drug education at the sixth grade level throughout the town. This program is highly regarded both in Brookline and across the country; the Walk and Talk Program is the town's first effort at community policing. It was started at the behest of citizens in and around our public housing areas. The two patrol officers involved have been able to gather an impressive amount of information about gangs and drugs and have been a positive force with the youth of the community; the Juvenile/Domestic Violence Unit was created in response to one of the more compelling issues in society today. The addition of a patrol officer to the unit has allowed the department to effectuate more coverage in these areas; the position of Safety Officer has always been looked upon as performing crucial safety education in the schools. In addition, the officer supervises and trains school crossing guards and also serves as a crime prevention officer and public relations officer; for many years, the department has assigned two patrol officers to walking routes in the Coolidge Corner and Washington Square areas. They facilitate the flow of traffic and control parking problems throughout the day. The officer at Washington Square also handles the school crossing assignment; the patrol officer assigned to Town Counsel's office investigates and assists in the settlement of all town vehicle accidents, incidents such as falls on sidewalks, and other incidents involving potential town liability.

The department's capital equipment budget, which has been underfunded for several years, has been increased by \$85,751, and \$15,500 has been added for animal control, including services associated with the rabid raccoon problem.

Fire **\$273,560**

The reduction of twelve additional firefighter positions will severely hamper the operations of the Fire Department. On top of the loss of twenty-five positions in the last few years, this reduction will result in the deactivation of another fire company, the third in eleven years. In addition to the loss of flexibility in assignments, which requires us to add \$80,000 to the overtime account, the deactivation of Engine Company No. 2 will have the following effect:

- a) Response patterns will have to be revised, resulting in less apparatus responding to many fires and emergency incidents.
- b) At times, calls received by the fire alarm operators will have to be prioritized because of lack of apparatus.
- c) Response time to many incidents, particularly medical emergencies, will increase.

Much needed public safety equipment such as hose, portable radios, breathing mask cylinders, etc., has been added to the capital equipment category. The budget increase for capital equipment totals \$97,000.

Public Works **\$363,758**

The loss of twelve additional positions will impact the Highway, Park and Engineering Divisions. The Highway Division, which has been decimated since 1981, will lose an additional nine positions that are currently assigned to street cleaning, sidewalk sweeping, leaf collection, composting, pot hole patching, sidewalk and street repairs, commercial area litter control, and grass cutting of town-owned tree lawns. Since the Highway Division is the nucleus of all snow plowing and sanding operations, it will severely hamper our ability to clear roadways and sidewalks in a timely fashion; the loss of two tree climbers in the Park Division will eliminate the program to remove and prune trees in parks and play areas; without the Assistant Civil Engineer position, the timely design of parks, which has been a priority in the Engineering Division, will be affected. It will be necessary to privatize design and inspection services currently accomplished in-house.

Potential Overrides and Debt Exclusion

It goes without saying that we have been engaged in retrenchment and cut- back management in Brookline for some time. During the first several years of Proposi-

tion 2½, we viewed this era of retrenchment as an opportunity not only for improving productivity, but also for reevaluating the need for, or at least the level of, services ordinarily taken for granted. But twelve years of Proposition 2½ have exacted their toll. Long a model for other communities in the Commonwealth and New England, Brookline is clearly in danger of losing its reputation as a community which offers superior municipal services. Since 1981, despite herculean efforts at the local level, our service base has diminished to the point where our once excellent Police, Fire and Public Works Departments are now shells of what they were 10-15 years ago. The time has arrived for the Selectmen and the voters of Brookline to consider overrides for priority services. These overrides, if approved, will not solve all of our future problems, but will stem the tide of decline at this critical juncture. I am therefore proposing the following overrides and debt exclusion for your consideration:

Schools **\$1,600,000**

Although the School Committee has not made its final determination of the composition of the School override, the Superintendent of Schools has recommended the following items:

1. *Enrollment growth/class sizes/programs*—restore \$500,000
12-15 teaching positions
2. *Instructional supplies*—\$300,000
An investment of an additional \$300,000 in FY95 and future budgets that maintains that level would begin to address the more than \$1 million that has been cut in this area over the past four years. It would support teachers in their instructional efforts and would enable us to implement our curriculum renewal efforts in math, science and social studies.
3. *Educational Technology*—\$600,000
The Brookline Schools have developed an excellent long range technology plan to address the skills needed to prepare our students for the world in which they will be entering. This \$600,000 represents very moderate first steps to replace archaic equipment in our computer labs, our libraries and our classrooms and to build for the future.
4. *Maintenance and Repairs*—\$200,000
We have made significant improvements in our maintenance and repair of buildings during the past year, but years of neglect require an investment of \$200,000 more for this effort.

Police **\$411,756**

The department had 119 patrol officers in 1990. With the proposed reduction for FY95, the complement would be 96. In order to maintain the most critical function of the

FY-95 DEPARTMENTAL OPERATING BUDGETS

OPERATING DEPARTMENTS	FY-95 BUDGET	TOTAL INC/DEC		DISCRETIONARY INC/DEC	
		\$	%	\$	%
Selectmen	\$378,429	(\$121)	-0.0%	\$0	0.0%
Personnel	\$131,973	(\$15,578)	-10.6%	(\$5,000)	-3.4%
Finance—					
Purchasing	\$156,546	(\$278)	-0.2%	\$0	0.0%
Comptroller	\$230,454	(\$6,384)	-2.7%	\$250	0.1%
Treasurer	\$329,011	\$10,078	3.2%	(\$7,200)	-2.3%
Assessors	\$451,604	(\$43,729)	-8.8%	(\$42,800)	-8.6%
Information Services	\$557,299	(\$79,351)	-12.5%	\$0	0.0%
Legal Services	\$320,860	\$9,963	3.2%	\$1,000	0.3%
Advisory Committee	\$15,404	\$0	0.0%	\$0	0.0%
Retirement	\$144,747	\$12,728	9.6%	\$0	0.0%
Town Clerk	\$337,040	\$50,408	17.6%	(\$5,000)	-1.7%
Planning	\$144,186	(\$13,384)	-8.5%	(\$15,000)	-9.5%
Preservation Commission	\$24,340	(\$2,367)	-8.9%	(\$2,367)	-2.9%
Police	\$7,798,497	(\$151,446)	-1.9%	(\$227,931)	-2.9%
Fire	\$7,349,970	(\$237,546)	-3.1%	(\$273,560)	3.6%
Building	\$3,128,629	\$212,040	7.3%	\$88,546	3.0%
Public Works	\$17,501,288	\$286,040	1.7%	(\$363,758)	-2.1%
Transportation	\$44,800	\$4,010	9.8%	\$0	0.0%
Library	\$2,039,973	(\$20,548)	-1.0%	(\$19,240)	-0.9%
Health	\$674,699	(\$10,067)	-1.5%	(\$14,800)	-2.2%
Veterans	\$181,382	\$142	0.1%	\$0	0.0%
Council on Aging	\$311,739	(\$58)	-0.0%	\$0	0.0%
Human Relations/Youth Resources	\$87,574	\$972	1.1%	\$0	0.0%
Rent Control	\$350,880	(\$43,957)	-11.1%	(\$42,968)	-10.9%
Recreation	\$958,343	\$36,902	4.0%	\$0	0.0%
Subtotal Town	\$43,649,677	(\$901)	-0.0%	(\$929,828)	-2.1%
Schools	\$33,37,973	\$334,086	1.0%	(\$464,914)	-1.4%
TOTAL DEPARTMENTAL BUDGETS	\$76,987,650	\$333,185	0.4%	(\$1,394,742)	-1.8%

department, which is patrol, and to continue the Walk and Talk Program, the walking routes at Coolidge Corner and Washington Square, the DARE Program, and the Juvenile/Domestic Violence Unit, the salaries of 7 patrol officer positions should be provided.

For many years, we have been deferring the purchase of much needed capital equipment and have been replacing only seven patrol cars annually; normally, we would replace 9-12. The following capital equipment is essential to meet the minimum needs of the department:

Patrol Cars (5)	\$98,890
Portable Radios	22,610
Batteries	2,600
Van (meters)	18,000
Mobile Radios	14,170
	<u>\$156,270</u>

Fire

\$319,307

The Fire Department has played a major role in the reduction of the town's personnel complement over the last twelve years. Additional sizable cuts would be devastating, and would leave the department unable to provide adequate public safety to the citizens of the town. If eight firefighter positions out of the twelve proposed for elimination are restored, the Chief will be able to keep Engine 2 in service 30% of the time, rather than 50% as at present. The additional overtime requirement would be \$20,000 rather than \$80,000.

As is the case in the Police Department, vital capital equipment has not been purchased for several years. The following items should be acquired in FY95 in addition to those recommended in the budget:

TOWN & SCHOOL FULL-TIME PERSONNEL

	FY-81	FY-82	FY-91	FY-95	CHANGE FY-81-FY-95	
PUBLIC WORKS	289	247	214	167	-122	-42.2%
POLICE	164	158	160	142	-22	-13.4%
FIRE	220	199	198	164	-56	-25.5%
LIBRARY	54	44	49	43	-11	-20.4%
RECREATION	34	27	21	19	-15	-44.1%
BUILDING	15	13	16	15	0	0.0%
HEALTH	17	15	14	10	-7	-41.2%
RENT CONTROL	10	9	15	10	0	0.0%
ALL OTHERS	90	69	86	80	-10	-11.1%
TOWN TOTAL	893	781	773	650	-243	-27.2%
SCHOOL	778	658	737	702	-76	-9.8%
GRAND TOTAL	1671	1439	1510	1352	-319	-19.1%

Batteries, portable radios	12	\$ 1,000
Breathing mask cylinders	60	30,000
Forcible entry tool	1	1,900
Hand Tools		1,000
Hose, 1¾"	12	900
Hose, 2½"	30	2,850
Hose, 4' supply	10	3,600
Hydrant Valves	2	1,200
Maintenance garage equipment		11,767
Nozzles, 1¾", Turbo Jet	4	1,600
Pagers	8	4,000
Portable deluge gun	1	2,700
Portable sump pumps	6	1,200
Scott masks, complete assemblies	10	18,950
Water Vacuums	2	1,600
		<u>\$84,267</u>

Public Works \$251,003

If the FY95 budget recommendations are approved, the Department of Public Works will have lost 137 positions since FY80. The department has borne the brunt of personnel reductions year in and year out. Further reductions can no longer be accommodated without imposing an unsatisfactory level of service on the residents of the community. For the sum of \$ 251,003, we can restore five positions to the Highway Division, two positions to the Park Division, funds for seasonal park laborers, and one engineering position.

Debt Exclusion \$2,300,000

Former Commissioner of Public Works William T. Griffiths and the present Commissioner, A. Thomas DeMaio, have had a capital equipment replacement program in place for many years. Unfortunately, due to

budget constraints, only a small percentage of the vehicles included in the program have been purchased. We have now reached the point where a sizable bond issue should be recommended, not only to improve the reliability of the equipment, but to decrease escalating motor equipment repair costs. This winter's snowplowing experience was clear evidence of the critical need for new equipment. Many of the plows and sidewalk tractors were not functioning during the storms. At times, there were more vehicles in the shop than on the streets. The following schedule represents the first two years of the Commissioner's five year motor vehicle replacement program:

1 Service Van	\$ 13,920
2 Pickup Trucks ½ Ton	24,750
1 Pickup Truck ¾ Ton	14,650
2 Pickup Trucks 4 W.D.	35,000
5 Supervision Vehicles	68,805
5 Dump Trucks — 1 Ton	125,000
1 Dump Truck — 25,000 GVW	44,820
1 Dump Truck — 35,000 GVW	66,120
5 Dump Trucks — 39,000 GVW	358,500
W/sander	
2 Packers 31 C.Y.	208,150
2 Street Sweepers	158,400
1 Snow Fighter	91,700
1 Front End Loader 3 C.Y.	91,700
1 Backhoe	46,580
1 Bobcat Loader	30,000
5 Sidewalk Tractors	222,000
4 Tractors	21,965
Radio System	41,500
Facility Equipment	60,000
Total	<u>\$1,723,560</u>

I am also proposing that a Fire Department ladder truck (\$460,000) and Building Department motor vehicle equipment (\$112,000) be included in the debt exclusion package.

Capital Improvements Program

Over the past several years, the town has made significant progress in addressing the backlog of capital projects, over \$38 million having been appropriated for the CIP since FY88, exclusive of enterprise funded projects.

The Board of Selectmen, working with the Planning Board and the Town Administrator, has made the CIP a high priority. A study of the condition and needs of all town-owned buildings was completed under a grant to the Preservation Commission. The Building Department is following up this study with a more comprehensive assessment of repair and maintenance needs of all our buildings. For the proposed high school renovation project, a complete capital needs assessment is being conducted as part of the feasibility study. This capital needs assessment program will be expanded in FY95 to all other areas of the CIP. The public works department

has implemented a new computerized pavement management program, which includes a database on all streets and the prioritized need for repair and maintenance of each.

In developing the program for FY95, we have struck a better balance between tax-financed and debt-financed capital improvements. The schedule includes \$500,000 in tax-financed projects and \$11,965,000 worth of bonded projects. Our goal next year will be to reach the \$1 million level in the tax-financed category, at which point, with about \$7 million allocated to debt service, we will be dedicating approximately 8% of our total general fund budget to the CIP. Given the constraints of Proposition 2½, we believe that this course provides the optimum balance between operating and capital expenditures.

At the time of our recent sale of \$8.5 million in bonds at the excellent interest rate of 4.386%, Moody's rating service was extremely pleased with what they saw in Brookline, particularly the creation of the Department of Finance. They advised that a year from now Brookline might be rated a triple A community, one of ten in the Commonwealth.

FY-95 CIP SCHEDULE (THOUSANDS)

PROJECT	T	B	TOTAL	PROJECT	G	E	EB	TOTAL
Capital Needs Assessment	\$125		\$125	Street Rehab—Chapter 90	\$471			\$471
Key Card Access Expansion	\$30		\$30	Sewer Main Rehabilitation		\$150		\$150
Fuel Tank Removal/Replacement	\$40		\$40	Golf Clubhouse Roof & Repairs			\$50	\$50
Library Space Utilization Study	\$25		\$25	Heath Center—Windows		\$8		\$8
Senior Center Construction		\$4,800	\$4,800	— Fire, Smoke & Burglar Alarms		\$10		\$10
Tennis Court Rehabilitation	\$30		\$30	Hammon/Health Signal				
Health Playground	\$15		\$15	— Developer	\$20			\$20
Playground Equipment	\$50		\$50	Olmsted Park/Riverway				
Sole Rec Center Roof		\$180	\$180	— State	\$150			\$150
Larz Anderson and Amory Comfort Stations		\$75	\$75	Handicapped Access—CD	\$25			\$25
Tree Removal/Replacement	\$30		\$30	Harvard Street Improvement—CD	\$182			\$182
Fire Station Renovations		\$925	\$925	Path Improvements—CD	\$108			\$108
Fire Apparatus Refurbishment	\$45		\$45	Harry Downes Field—CD	\$220			\$220
Fire Ladder Truck		\$460	\$460	Brookline Ave. Field—CD	\$100			\$100
Public Works and Building Equipment		\$1,840	\$1,840	Emerson Gardens—CD	\$10			\$10
Highway Garage Roof, Elect. & Lighting	\$60		\$60	Tree Removal/ Replacement—CD	\$35			\$35
Traffic Lights — Newton/Grove	\$20		\$20	TOTAL	\$1,321	\$168	\$50	\$1,539
— Fire Stations 6 & 7	\$15		\$15					
— Harvard/Marion	\$15		\$15					
Health School Renovation		\$3,000	\$3,000					
High School Fuel Tanks		\$300	\$300					
Driscoll School — Roof and Exterior Walls		\$300	\$300					
— Plans for Windows & Boilers		\$50	\$50					
Devotion School — Plans for Windows		\$15	\$15					
Fire Alarm System Upgrade — Schools		\$20	\$20					
TOTAL	\$500	\$11,965	\$12,465					

T — Tax Levy
B — Bond Issue
G — Grant
E — Enterprise Funds
EB — Bonded Enterprise Funds

***Tennis court appropriation will be supplemented by a \$20,000 transfer from surplus tennis funds.

Payments in Lieu of Taxes

While educational, religious, cultural, governmental and medical institutions greatly enhance the quality of life in a community, the impact of Proposition 2½ and declining state assistance have forced municipalities like Brookline to seek more tangible benefits from these institutions. We have moved ahead with this initiative during the past six months and have had two fruitful general meetings with representatives of the town's non-profit institutions and organizations. We have outlined the programs and services that represent current needs which might be met through their assistance, and they, in turn, have indicated ways in which they presently contribute to the town by offering the use of athletic fields and facilities,

scholarships, space for various town activities, the services of interns and coop students, and so on. We are particularly hopeful and confident that the members of the PILOT committee will participate in the town's HIRE ONE program, which affords young people in the community an opportunity for part-time jobs.

The two group meetings held thus far have been well attended and a positive relationship has been established. We now plan to arrange individual conferences which will be attended by members of the Board of Selectmen, the administrative staff, and department heads as appropriate. While we hope to secure some specific commitments from the organizations in the short-term, this will be a long-range program, the benefits from which will evolve over a period of time.

Long-Term Outlook

As part of this comprehensive Financial Plan, we have attempted to look ahead and estimate our revenues and expenditures over the next five years after FY95. These projections will, of course, have to be modified as events unfold, but we think they are reasonable for fiscal planning purposes. They exclude any revenues and expenses related to water and sewer enterprise funds. On the revenue side, we anticipate the following developments:

- Overall revenues are expected to increase between \$2.6 and \$3.3 million, or approximately 3% each year.
- New growth in the tax levy resulting from building, condominium conversions, and decontrol, is increased approximately \$500,000 per year.
- State aid, earmarked and/or unrestricted, is expected to increase \$250,000, or approximately 2.5% annually. In FY96, annual state payments of \$662,948 are expected to commence to reimburse the town for nearly two-thirds of the cost of the new Lincoln School.
- Free Cash, projected at zero through FY97, is expected to increase \$250,000 in FY98 and FY99, and remain level thereafter.
- Other available funds are expected to decline by \$150,000 in FY96 due to the surplus in overlay reserves used in FY95. Thereafter, this revenue source is expected to remain level.

The expenditure estimates include the following factors:

- Group health insurance costs are increased an average of 8% each year. The slightly larger increase in FY96 reflects the use of some surplus in FY95.
- Other personnel benefits, including pensions, group life insurance, workers' compensation, unemployment compensation, medical disabilities, and medicare, are increased 4% to 5% each year. The FY95

increase is larger due to a \$200,000 increase in unemployment compensation.

- Special and bilingual education costs are increased according to the school department's cost projections through FY97. Thereafter, they are increased by 8% each year.
- Tax-financed capital improvements are increased \$500,000 in FY96 to bring it up to the \$1,000,000 level, and then increased by 2.5% each year thereafter.
- Debt service is increased by \$424,557 in FY95, which reflects the debt service associated with the \$8.5 million bond issue in January, 1994. Thereafter, it is increased by 2.5% to allow for the gradual addition of debt for new, urgently needed projects. These projections do not include water and sewer debt or any debt excluded from the Proposition 2½ levy limits.
- Non-appropriated expenses include State and County assessments, tax abatement overlay reserves, and court judgments. They are increased 2.5% each year, except in revaluation years when the overlay reserves are increased \$200,000.
- Collective bargaining is increased 3% each year.
- Other fixed costs, e.g., solid waste disposal contract, elections, and energy, are increased \$787,280 in FY95 due to large increases in the Reserve Fund and energy costs. After FY95, however, they are increased at a more typical level of \$650,000, and then increased 5% each year thereafter.

The cumulative total of our long-range revenue and expenditure estimates reflects a deficit of \$12,496,973. While we have been conservative in our revenue estimates, the prospect of a continuing substantial deficit position makes it imperative that we intensify our efforts to cope with what appears to be a long-term period of retrenchment. We can take advantage of the situation by pursuing several strategies — privatization, reorganizations, increasing productivity, finding new revenue sources, and reevaluating the need for services which have long been taken for granted. From time to time, overrides will have to be attempted."

LONG RANGE PROJECTION OF INCREMENTAL REVENUES AND EXPENDITURES

	FY-95	FY-96	FY-97	FY-98	FY-99	FY-2000	CUMULATIVE TOTAL
REVENUES							
Property Taxes—2.5% Increase	\$1,774,693	\$1,835,936	\$1,894,334	\$1,954,192	\$2,015,547	\$2,078,436	\$11,553,139
— New Growth	\$675,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,175,000
— Debit Exclusion	(\$41,085)	(\$703,868)	(\$34,485)	(\$28,050)	(\$28,875)	(\$30,360)	(\$866,723)
— Excess Levy Capacity	\$23,386	\$0	\$0	\$0	\$0	\$0	\$23,386
	\$2,431,995	\$1,632,068	\$2,359,849	\$2,426,142	\$2,486,672	\$2,548,076	\$13,861,416
State Aid	\$366,016	\$912,948	\$250,000	\$250,000	\$250,000	\$250,000	\$2,278,964
Local Receipts	\$513,690	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,513,690
Free Cash	\$0	\$0	\$0	\$0	\$0	\$0	\$500,000
Other Available Funds	\$25,776	(\$150,000)	\$0	\$0	\$0	\$0	(\$124,224)
Total Revenue	\$3,337,476	\$2,595,016	\$2,809,849	\$3,236,142	\$3,186,672	\$2,998,076	\$18,029,846
EXPENSES							
Group Health	(\$250,000)	\$788,000	\$743,040	\$802,483	\$866,682	\$936,016	\$3,886,221
Other Personnel Benefits	\$829,381	\$650,000	\$682,500	\$716,625	\$752,456	\$790,07	\$4,421,041
Special & Bi-Lingual Education	\$453,000	\$414,000	\$525,500	\$567,540	\$612,943	\$661,979	\$3,234,962
Tax—Financial CIP	\$348,000	\$500,000	\$25,000	\$25,625	\$26,265	\$26,922	\$951,812
Debt Service	\$424,557	\$167,317	\$171,500	\$175,787	\$180,182	\$184,687	\$1,304,030
Non-Appropriated Expenses	\$160,000	\$130,146	\$333,400	(\$63,265)	\$140,163	\$343,657	\$1,044,091
Collective Bargaining	\$1,980,000	\$1,756,542	\$1,809,238	\$1,863,515	\$1,919,421	\$1,977,003	\$11,305,720
Other Fixed Costs	\$787,280	\$650,000	\$682,500	\$716,625	\$752,456	\$790,079	\$4,378,940
Total Expenses	\$4,732,218	\$5,056,005	\$4,972,678	\$4,804,936	\$5,250,558	\$5,710,423	\$30,526,818
SURPLUS (DEFICIT)— DISCRETIONARY BUDGET REDUCTIONS	(\$1,394,742)	(\$2,460,989)	(\$2,162,829)	(\$1,678,794)	(\$2,063,886)	(\$2,712,347)	(\$12,496,973)

* Excludes Water & Sewer Enterprise Funds.

Department Heads

In addition to the preparation of the Financial Plan and the submission of recommendations regarding reorganizations and consolidations, one of the most important responsibilities of the Town Administrator is the recruitment and recommendation for appointment by the Board of Selectmen of department heads. Shortly after the Finance Department legislation went into effect, I was pleased to recommend the appointment of Harvey J. Beth as Director of Finance for the Town of Brookline. Mr. Beth is one of the most knowledgeable and talented finance officials in the Commonwealth. He is unusually well qualified to be the Director of Finance, having had extensive experience at the state and local levels of government since 1978. Mr. Beth had served as Town Comptroller since 1989, and continued to serve in that capacity while performing the additional duties of Director of Finance until last August, when he was designated



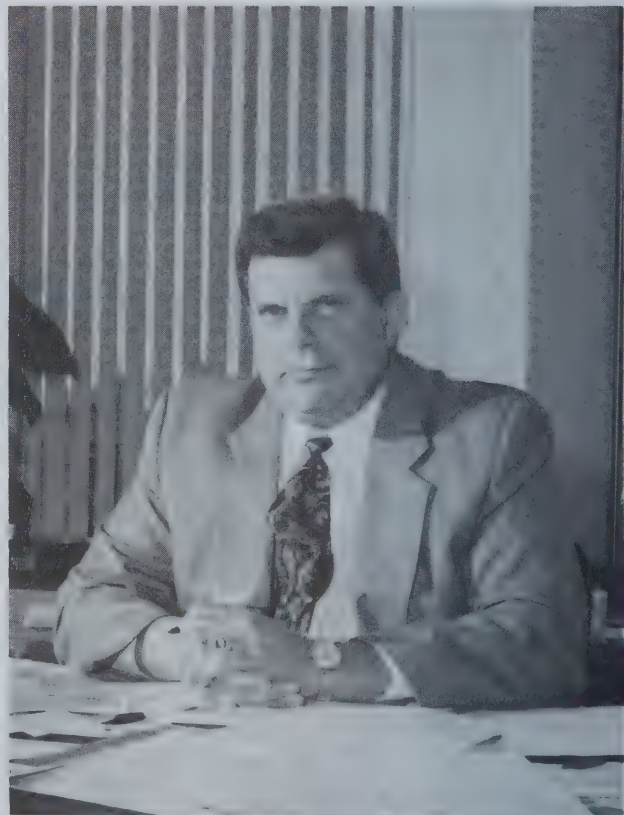
Harvey J. Beth, Director of Finance-Treasurer/Collector

Director of Finance/Treasurer-Collector. We are fortunate to have him in this key post.

After an extensive search, I joined with the Director of Finance in recommending the appointment of Judith A. Haupin as Town Comptroller. Ms. Haupin was previously the Controller of Bowdoin College, and, prior to that assignment, Associate Comptroller at Phillips Academy. Selected from a field of fifty-four candidates, she distinguished herself as the candidate with the most breadth of experience and as the person with the best long range potential. Her experience while working in an educational environment, in many respects similar to the one found in municipal government, will serve her well as she helps us implement future programs such as the conversion to a new computerized financial management system.



Judith A. Haupin, Town Comptroller



Jonathan T. Snodgrass, Manager of Information Services

In December, I again joined with the Director of Finance in recommending the appointment of Jonathan T. Snodgrass as Manager of the Information Services Division. Jon had been serving as acting manager since February, and had demonstrated that he possessed all of the essential skills necessary to carry out the duties and responsibilities of this position. Jon has been most helpful to all of the Finance Department divisions in assisting with the complex and cumbersome conversion of several key systems, e.g., property tax, motor vehicle excise, and payroll. He has also been an important resource person to the Computer Advisory Committee, in which connection he assisted with the development of a superb 'Request for Proposal' for solicitation amongst data processing system providers. He maintains a high level of service to all town departments, including the school department, while operating with a reduced staff. We were pleased to be able to promote a qualified candidate who was familiar with our present operations, and had demonstrated a capacity to continue to grow and contribute to our ongoing improvement in delivering service to information services' clientele.

Joel C. Berkovitz assumed the position of Director of Rent Control on a permanent basis in November. He had served as acting director since July, 1993, supervising a streamlined rent control organization which had been reduced to ten staff members from a high of sixteen. He and the other members of the rent board staff continue to implement Article 1 and this program is progressing very well. There are some 4,500 units still under rent control, and approximately sixty-five properties have been the subject of inclusionary housing contracts. Relatively few cases now require hearings by the Rent Control Board.



Joel C. Berkovitz, Director of Rent Control

Director of Public Health John A. Locke recently retired after fourteen years of outstanding service to the town. Among the significant achievements during his tenure were the following:

1. Generated a fifteen-fold increase in departmental revenue by periodic review and adjustment of fees and charges.
2. Maintained a broad range of community health services during a time of reduced program and budgetary resources. His program budgets during the Proposition 2½ period featured excellent statements of objectives, accomplishments, and performance workload indicators, and served as a model for other town departments.
3. Provided program innovations to achieve more efficient and cost-effective program operations in such areas as non-criminal disposition, compliance surcharges, and the promulgation of the state sanitary code as a local health regulation. In each of these areas, Brookline was the first municipality to take such steps.
4. Established procedures for a system of aggressive inspection and enforcement in the food protection program; published this information and met with the food service industry so establishments subject to our jurisdiction would know the ground rules.
5. Provided leadership in establishing restrictions to combat the health effects of cigarettes and tobacco products. This involved the introduction of four bylaws which were adopted by the Town Meeting and are now being implemented.
6. Served on the Town-School AIDS Task Force and introduced an AIDS information program which has distributed hundreds of AIDS information packets through the Health Center.
7. Initiated inter-community health service delivery through joint program operations with the Newton Health Department. One example is the Brookline-Newton breast cancer initiative.
8. Provided leadership in the introduction of computer applications in the provision of local health services.

Mr. Locke was a valued member of the town's management team and we wish him many years of health and happiness in retirement.

Town Report Award

The Selectmen and the Town Administrator were pleased to receive the 'Outstanding Achievement' award of the Massachusetts Municipal Association for the excellence of Brookline's 1992 Town Report. The Annual Town Report Contest recognizes towns that best utilize the annual town report to communicate important infor-

mation to citizens, while contributing to their understanding and appreciation of local government. Judges based their decision on how well the report presented comparative fiscal statistics, summarized the year's achievements, and showed evidence of local planning for the future. The judges also noted the attractiveness of the cover and layout and broad reader appeal. Brookline received the First Place Award for communities with populations in excess of 20,000. The town has received several state, regional and national awards over the years for the excellence of its annual report, recognition that is largely due to the professional competence and efforts of the administrative staff and the department heads, who appreciate the importance of improving communication and understanding between the town government and the citizenry.

In closing this annual report, I would like to note that I will be leaving the town service on September 1, 1994. On December 31, 1993, I completed twenty-five years as the town's chief administrative officer, and this coming July I will celebrate forty years of service in local government. It has been a most satisfying and rewarding career and I have had nothing but good fortune along the way.

I had the privilege of serving as Administrative Assistant to Executive Secretary Arthur A. O'Shea, the Dean of Municipal Administrators, for ten years before his retirement on December 31, 1968. Since I came to Brookline in 1960, I've had the pleasure of working with thirty-one Selectmen. I have enjoyed the complete support, encouragement and cooperation of all of them as we took on some formidable challenges. Their confidence was evidenced by the fact that I was unanimously reappointed by every Board of Selectmen under which I served.

I have been extremely fortunate to have had the assistance of a most capable administrative staff and department heads of the highest calibre. They have made my job much easier than it might otherwise have been. I can look back with a great deal of satisfaction on the number of department heads and administrators whose appointments I was pleased to recommend.

Beyond the management team, I have had the opportunity to work with literally hundreds of dedicated citizens who make Brookline the unique and special community it is by coming forward to serve on our boards, committees and commissions. They are a great strength and a key to our success. When it comes to citizen participation and consummate democratic process, no community in the country measures up to Brookline.

Partly because I've had the privilege of serving as the Town of Brookline's chief administrative officer since 1969, I've had the opportunity to serve as President of the League of Cities and Towns, forerunner of the Massachusetts Municipal Association, and President of the Massachusetts Municipal Managers' Association. As a professional in the field, being tapped by my peers to head up these statewide organizations was personally fulfilling, and I hope my service in these capacities reflected credit on the town as well.

I have indicated to the Board of Selectmen that, over the next few months, I would be pleased to discuss with them and with the Committee on Town Organization and Structure our experience under the Town Administrator Act since 1985, and any changes that might enhance the ability of the Board of Selectmen and the Town Administrator to administer the town's business more efficiently and effectively.



Town Administrator Richard T. Leary welcomed a group of legislators from Bangladesh who were interested in learning about Brookline's form of government.

TOWN MODERATOR

The Moderator is elected in a town-wide election for a term of three years. In addition to conducting the Town Meeting, he is charged with appointing two standing committees—the Advisory Committee (Finance Committee) and the Committee on Town Organization and Structure. He also appoints special committees that may be created by votes of the Town Meeting.

To assure that all Town Meeting Members are equally informed as to how to participate in the process, the Moderator, once again this year, conducted an indoctrination session on Town Meeting procedures for new members. This session also serves as a refresher for existing members. It uses the Brookline Town Meeting Handbook, most recently updated by the Moderator last year.

The Handbook, available to all Town Meeting members as well as other interested citizens, includes all the rules of procedure established by this Moderator and supplements “Town Meeting Time,” the official handbook of the Massachusetts Moderators Association.

As has been his custom, telephone conference hours with Town Meeting members, which are available also for interested Brookline voters, were scheduled by the Moderator before each Town Meeting so that everyone who wanted to had an opportunity to consult with him in advance of the Town Meeting and receive assistance, where desired, in their presentations of votes and motions.

This year, the Moderator appointed the following members of the Advisory Committee to fill vacancies due to resignations or expired terms:

Paul Buddenhagen	Precinct 12
Ruthanne Fuller	At Large
L. Branch Harding IV	Precinct 15
Whitman Knapp	At Large
Fred LeBow	Precinct 1
David Maddox	At Large
Sergio Modigliani	Precinct 13
Fred Perry	At Large
Ab Sadeghi-Nejad	Precinct 15
Shirley Sidd.....	At Large
David Trietsch	Precinct 4

The Moderator reappointed the following people whose terms had expired:

David A. Feingold.....	Precinct 11
Janet B. Fitzgibbons.....	Precinct 13
Milton Goldman.....	Precinct 10
Lawrence Grumer	Precinct 16
Mark Levy	Precinct 10
John Reinstein.....	Precinct 8
Stanley Spiegel.....	Precinct 2

The Moderator accepted resignations in October from Shirley Sidd and Milton Goldman. Edward N. Gadsby offered his resignation from the Advisory Committee in January before entering into the Moderator’s race.

The Moderator, once again, designated Jean D. Berg, Chair of the Committee on Town Organization and Structure, and reappointed Mark Michelson and Jeffrey P. Allen whose terms were expiring.

On January 14th, he mailed the following letter to Town Meeting Members:

Dear Town Meeting Member:

I have enjoyed very much the challenge the responsibility, and the privilege of presiding over the Brookline Town Meeting during these past three years. And thus it is with mixed emotions that I share with you my decision not to stand for re-election as Moderator at the expiration of my term this Spring.

I first became a member of the Town Meeting as a young man over forty years ago and have always cherished it as a special, unique and pure form of grass roots democracy. I sincerely believe that the high levels of participation of Brookline’s citizens in the process for the Town Meeting, and in the Town Meeting process itself have contributed much to the health and vitality of our town.

As most of you know, prior to my current term of office, I served as Moderator for 12 years in the 70’s and early 80’s when I chose to step down, it was because I believed that I had innovated as much as I could and should move on to let others take up the gavel. Some of the procedures I had introduced for the first time to Brookline’s Town Meeting were the roll call vote, the town meeting members’ manual, moderator’s calling hours, and indoctrination sessions for new members, all directed toward helping make the Town Meeting be more responsive and more viable.

Three years ago, when I was asked to run again for Moderator by people from diverse interest groups in town, I was told that they perceived both the Town Meeting process and the Moderator’s appointments no longer to be balanced, and that if I returned, they told me, I could make a difference. I would like to think that their expectation of me has been met. I have tried to make my appointments to committees representative of many points of view, as well as

geographic areas in my town—as well as take into consideration any other issues which might affect the performance and perspective of a particular committee. It was not easy to accomplish this goal without my committing a great deal of time to interviewing each of the potential appointees.

Also, I have tried to demonstrate that the Town Meeting can function best when the Moderator focuses totally on preserving the process so as to assure that as many people as possible from all sides of each issue can participate in a free and frank debate;—a process that assures that when the vote is finally taken, the Town Meeting members will have had a chance to listen to and hear from each other. In that way, they can act, with knowledge, in the best interests of the Town.

I am pleased that over these past three years, much of the in-fighting between factions that was occurring when I came in as Moderator appears to have disappeared, and that new alliances are forming from issue to issue. There are now people working together who hardly spoke to each other three years ago. This is the way I hope it will always be. For this reason in particular, I find it very difficult to contemplate not continuing as Moderator. However, this past year I have taken on a major responsibility as president of a national non-profit institution, and it is taking more of my time than I had expected. At the same time, the family business with which I have been associated for my entire adult life is also asking more of me, and most important, in November, I became a grandfather for the first time.

I would like nothing better than to continue to do everything, but I have decided that in order to

provide some balance to my life and that of my family, I am going to begin to reduce my commitments—and one of those regretfully must be the position of Brookline Moderator.

I want to thank each of you in the Town Meeting for your cooperation; without it, I could not have done my job. In addition, I want to thank Fran Halpern and Pat Ward; Dick Leary and Brian Sullivan; and Town Counsel David Turner for their constant and most needed support and encouragement.

Most particularly, I want to thank David Feingold, the Chairman of the Advisory Committee, for his help, cooperation and support for me as Moderator, as well as for his tireless dedication to the Advisory Committee.

Lastly, I want to thank my original supporters who convinced me to come back to the job of Moderator. I never thought when I retired the first time that I would come back, but now that I know it can be done—who knows—perhaps sometime in the future, when the pressure of my other commitments has been reduced, I might again find a way to serve the Town of Brookline.

Sincerely,

(S) Justin L. Wyner

It has been an honor and a privilege to have served the Town of Brookline as its Moderator for a total of 15 years. I want to thank the citizens of Brookline for having entrusted me with the responsibility that the position of Moderator entails.

TOWN MEETINGS

Highlights

Special Town Meeting

June 1, 1993

A two article Special Town Meeting was held at 8:30 P.M. on Tuesday, June 1, 1993 and dissolved at 10:25 P.M. on Wednesday, June 2, 1993.

1993 Annual Town Meeting

June 1, 1993

A twenty-two article Annual Town Meeting was held at 7:00 P.M. on Tuesday, June 1, 1993 and dissolved at 11:20 P.M. on Wednesday, June 2, 1993.

Special Town Meeting

November 16, 1993

A twenty-five article Special Town Meeting was held at 7:15 P.M. on Tuesday, November 16, 1993 and dissolved at 11:10 P.M. on Wednesday, November 17, 1993.

Summary of Actions Taken

Special Town Meeting June 1, 1993

ARTICLE 1. Transfer between FY 93 budgets (Selectmen). Favorable Action was taken by a Unanimous Vote to appropriate and transfer \$669,000.

ARTICLE 2. Collective bargaining and amendments to classification and pay plans (Personnel Board). No Action was taken under this article.

Annual Town Meeting June 1, 1993

ARTICLE 1. Measurers of Wood and Bark, appointment (Selectmen). Favorable Action was taken by a Unanimous Vote.

ARTICLE 2. Collective bargaining agreements and amendments to pay and classification plans (Personnel Board). Favorable Action was taken by a Majority Vote.

ARTICLE 3. Authorization to the Town Treasurer to enter into compensating balance agreements (Treasurer). Favorable Action was taken by a Unanimous Vote.

ARTICLE 4. Special appropriations, closeout of unencumbered balances (Selectmen). No Action was taken under this Article.

ARTICLE 5. Authorize the Board of Selectmen to continue the solid waste collection and disposal fee (Selectmen). Favorable Action was taken by a Majority Vote.

ARTICLE 6. Annual Appropriations Article (Selectmen). Favorable Action was taken to adopt an operating budget of \$102,872,546 by a Majority Vote.

ARTICLE 7. Appropriate \$130,000 for a traffic light at the Dean/Clinton/Clark intersection (Petition of Carol Michael, et al). No Action was taken under this Article.

ARTICLE 8. Appropriate \$30,000 for school zone flashing lights at Runkle School (Petition of Carol Michael, et al.) No Action was taken under this Article.

ARTICLE 9. Appropriate \$150,000 for an expanded financial audit of the Town (Petition of Shepard Spunt, et al). No Action was taken under this Article.

ARTICLE 10. Assign to the Town's Building Department, responsibility for the maintenance of all town and school buildings and transfer all such building maintenance appropriations to the Building Department (Petition of Shepard Spunt, et al). Favorable Action was taken by a Unanimous Vote.

ARTICLE 11. Authorize payment of prior fiscal years' bills (Selectmen). Favorable Action was taken by a Unanimous Vote.

ARTICLE 12. Accept legislation to increase property tax statutory exemptions (Assessors). Favorable Action was taken by a Unanimous Vote.

ARTICLE 13. Legislation authorizing a long-term lease for the Kennard House at Lincoln School (School Committee). Favorable Action was taken by a Unanimous Vote.

ARTICLE 14. Amendment to Town By-Laws Article 38, Section 5 (i)—Determination of annual rent adjustments (Petition of Joseph Carey, et al). A Motion of Favorable Action was defeated by a Counted Vote of 92 in Favor and 117 Opposed.

ARTICLE 15. Amendment to Town By-Laws Article 38, Sections 7, 8(a) and 8(b)—Rescinds and/or alters the vacancy decontrol and inclusionary housing programs (Petition of Stevan Goldin, et al). No Action was taken under this Article.

ARTICLE 16. Amendment to Town By-Laws to regulate newspaper vending machines (Selectmen). Favorable Action was taken by a Majority Vote.

ARTICLE 17. Legislation authorizing the installation of school zone flashing speed limit signs on the approaches to Runkle School (Selectmen). Favorable Action was taken by a Majority Vote.

ARTICLE 18. Authorize the Town to impose a lien on real property for the non-payment of housing rehabilitation loan funds (Planning Director). Favorable Action was taken by a Unanimous Vote.

ARTICLE 19. Amendment to Town By-Laws to regulate the operation of taxi cabs (Petition of Deborah Henry, et al). No Action was take under this Article.

ARTICLE 20. Amendment to Town By-Laws—Adds new section on domestic partners (Petition of David Kahan, et al). Favorable Action was taken by a Majority Vote.

ARTICLE 21. Request to the Board of Selectmen to adopt a new redistricting plan (Petition of Stanley Spiegel, et al). A Motion of Favorable Action was Defeated by a Counted Vote of 93 in Favor and 107 Opposed.

ARTICLE 22. Reports of Town Officers and Committees. Reports from the Audit Committee and the School Financial Practices Committee were presented.

Special Town Meeting November 16, 1993

ARTICLE 1. FY 94 Budget revisions and special appropriations (Selectmen). Favorable Action was taken by a Unanimous Vote.

ARTICLE 2. Authorize payment of bills of a prior fiscal year (Selectmen). Favorable Action was taken by a Unanimous Vote.

ARTICLE 3. Approval of collective bargaining agreement (Personnel Board). No Action was taken under this Article.

ARTICLE 4. Approval of FFY94 CDBG application (Planning Director). Favorable Action was taken by a Majority Vote.

ARTICLE 5. Zoning By-Law Amendment—Miscellaneous technical amendments (Planning Director). Favorable Action was taken, in part by a Counted Vote of 132 in Favor and 20 Opposed and in part by a Unanimous Vote.

ARTICLE 6. Zoning By-Law Amendment—Several text and map changes relating to Commonwealth Avenue, Harvard Street North and South, and Boylston Street Corridor (Development Committee). Favorable Action was passed by a Counted Vote of 160 in Favor, 2 Opposed and 1 Abstention for Commonwealth Avenue. A Motion to Refer Harvard Street North was Passed by a Majority Vote. A Motion of Favorable Action for Harvard Street South was Defeated by a Roll Call Vote of 85 in Favor, 104 Opposed and 4 Abstentions. A Motion of Favorable Action for the Boylston Street Corridor was Defeated by a Majority Vote.

ARTICLE 7. Zoning By-Law Amendment—Rezone the Cameron Street area from industrial to an especially designated apartment district permitting limited business uses (John Bassett, et al). No Action was taken under this Article.

ARTICLE 8. Zoning By-Law Amendment—Map changes to the Boylston Street Corridor between Washington and Cypress Streets (John Bassett, et al). No Action was taken under this Article.

ARTICLE 9. Legislation to authorize the Town to regulate educational uses (Selectmen). Favorable Action was taken by a Majority Vote of 194 in Favor and 3 Opposed.

ARTICLE 10. Authorize the removal of the Washington Street pedestrian overpass (Planning Director). Favorable Action as taken by a Counted Vote of 100 in Favor and 97 Opposed.

ARTICLE 11. Amendment to Rent Control By-Law—Article 38, Section 5 (h)—Revises procedure for rent adjustments as they relate to capital improvements (Rachel Goodman, et al). No Action was taken under this Article.

ARTICLE 12. Amendment to Town By-Laws Article XLI—Smoking and Tobacco Sales Control—Restricts smoking in public places, restaurants, and work places and prohibits tobacco sales through vending machines (Health Department). Favorable Action was taken, as amended by a Substantial Majority Vote.

ARTICLE 13. Amendment to Town By-Laws Article XLII-A—Control—Prohibits tobacco sales through vending machines (Town Counsel). No Action was taken under this Article.

ARTICLE 14. Amendment to Town By-Laws Article XLI, XLII and XLII-A—Smoking and Tobacco Sales Control—Restricts smoking in public places, restaurants, and work places and prohibits tobacco sales through vending machines. No Action was taken under this Article.

ARTICLE 15. Amendment to Town By-Laws Article 1, Section 2—Requires all warrant articles to be submitted no later than 75 days prior to Town Meeting (CTO&S). Favorable Action was taken by a Unanimous Vote.

ARTICLE 16. Legislation to require only 25 signatures for a petitioned warrant article for a Special Town Meeting (CTO&S). Favorable Action was taken by a Substantial Majority Vote.

ARTICLE 17. Amendment to Town By-Laws Article 22, Section 3—Dog Control—Establishes limited off-leash zones in designated parks (Moderator's Committee). No Action was taken under this Article.

ARTICLE 18. Accept legislation for an early retirement incentive program for Health Department employees (Advisory Council on Public Health). Favorable Action was taken by a Counted Vote of 79 in Favor and 69 Opposed.

ARTICLE 19. Legislation to eliminate, in certain instances, the impact of new growth on the "minimum residential factor" as it applies to tax classification (Selectmen). Favorable Action was taken by a Majority Vote.

ARTICLE 20. Legislation to provide for residency preference in the hiring of fire alarm operators (Selectmen). A Motion of Favorable Action was Defeated.

ARTICLE 21. Amendment to Town By-Laws Article XI-D—Changes the "Brookline Commission on the Status of Women" to the "Brookline Committee on the Status of Women" (Women's Commission). No Action was taken under this Article.

ARTICLE 22. Dedication of a Square in Memory of Lawrence T. Moloney, Jr. (Veterans' Director). Favorable Action was taken by a Unanimous Vote.

ARTICLE 23. Dedication of a Square in Memory of Leonard J. McCarthy (Veterans' Director). Favorable Action was taken by Unanimous Vote.

ARTICLE 24. Dedication of a Square in Memory of Alexander Stameris (Larry Dohney, et al). Favorable Action was taken by a Majority Vote.

ARTICLE 25. Reports of Town Officers and Committees. A report from the Committee on Town Organization and Structure was presented.

1993 TOWN MEETING MEMBERS ATTENDANCE RECORD

Precinct	Name	Eligible to Attend	Attended	Precinct	Name	Eligible to Attend	Attended
03	Betsy F. Abrams	4	4	14	Julia D. Cox	4	3
03	Robert T. Abrams	4	4	08	George Dargo	4	4
13	David Adelson	4	4	08	Lois Dargo	4	4
03	Judith C. Alland	4	4	12	Linda Dean	4	4
12	Jeffrey P. Allen	4	4	08	Carol Deanow	4	4
16	Robert L. Allen Jr.	4	4	15	Luster T. Delany	4	4
01	Jane Kahn Alper	4	4	03	Mary D. Dewart	4	4
14	Kathleen L. Ames	4	4	03	Murray Dewart	4	4
10	Ronald Aronson	4	4	05	Betsy DeWitt	4	4
14	Constance S. Austin	4	4	05	Thomas Dougherty, Jr.	2	2
16	Carl E. Axelrod	4	4	15	Joseph S. Dow	4	4
04	John T. Bain	4	4	05	Margaret Driscoll	4	4
09	Eleanor J. Bart	4	4	06	Mary L. Dunlap	4	4
09	Walter J. Bart	4	4	14	Walter E. Elcock	4	4
09	Robert W. Basile	4	2	11	Leslie B. Fabian	4	4
06	John Bassett	4	4	04	Frank W. Farlow	4	4
08	Clara Batchelor	4	4	11	David A. Feingold	4	4
15	Henry S. Baybutt	4	4	07	Marvin A. Feinman	4	4
06	Dorothy C. Bell	4	4	13	Jonathan S. Fine	4	4
13	Richard W. Benka	4	4	16	Mary Firestone	4	4
16	Michael Berger	4	4	13	Janet B. Fitzgibbons	4	4
07	Tobe Berkovitz	4	4	05	Edward Flood	2	2
06	Vida K. Berkovitz	4	4	02	Arlene Flowers	4	4
01	Joanne M. Blondiet	4	4	06	Daniel F. Ford	4	4
13	Sarah Salvo Blood	4	4	15	Albert M. Fortier, Jr.	4	4
13	Phyllis S. Blotner	4	4	14	Linda Fosburg	4	4
10	Suzanne Boyce	4	3	02	Gerard D. Frank	4	3
13	Deborah G. Brooks	4	0	01	Joan J. Fried	4	4
12	Paul S. Buddenhagen	4	4	05	Edward N. Gadsby, Jr.	4	4
10	Daniel Burnstein	4	4	02	Brian H. Gay	4	0
AL	John A. Businger	4	4	02	Carol Gelb	4	4
04	Isabella N. Callanan	4	4	06	Dennis P. Geller	4	4
11	Joseph P. Carey	4	4	AL	Joseph Geller	4	4
13	Stephanie G. Carona	4	3	16	Albert Gerte	4	4
07	Arthur Casey	4	3	03	Phyllis D. Giller	4	4
16	Judith Catz	4	4	06	Susan L. Gittleman	4	4
12	Kevin Cavanaugh	4	4	16	Richard A. Gold	4	3
01	Cathleen C. Cavell	4	4	08	Joyce deRoches Golden	4	3
13	Dana A. Cetlin	4	4	16	Peter Golden	4	4
15	Miceal Chamberlain	4	4	01	Ruth U. Golden	4	4
10	Abram Chipman	4	2	10	Claire G. Goldman	4	0
03	Geraldine Churchill	4	4	10	Milton G. Goldman	4	0
15	Barbara J. Coffin	4	3	03	Ronald F. Goldman	4	4
16	Abbe Cohen	4	1	08	David-Marc Goldstein	4	4
12	Andrea R. Colby	4	4	02	Rachel Goodman	4	4
10	Lee Cooke-Childs	4	4	07	Eva M. Grubinger	4	2
04	Ingrid E. Cooper	4	4	16	Lawrence C. Grumer	4	4
05	William Corrigan	4	4	01	Ferris M. Hall	4	4
12	William H. Costin	4	3	14	John L. Hall	4	2

1993 TOWN MEETING MEMBERS ATTENDANCE RECORD

Precinct	Name	Eligible to Attend	Attended	Precinct	Name	Eligible to Attend	Attended
15	John M. Hall	4	4	05	Louise Lipsitz	2	2
AL	Frances Halpern	4	3	14	Pamela Lodish	4	4
15	L. Branch Harding IV	4	4	05	Patricia Lojek	2	2
04	Kevin Harrington	4	4	11	Bradley A. MacDonald	4	3
05	Philip Harrington	4	4	02	Joyce Lee Malcolm	4	4
07	Joanne Harris	4	3	04	Charles W. Manning, Jr.	4	4
05	Mary J. Harris	4	4	01	Jonathan J. Margolis	4	4
08	Mary S. Harris	4	3	10	Lois J. Martin	4	4
10	Dorothea Hass	4	2	02	Judith E. Mason	4	4
14	Dorothy M. Hefernan	4	3	05	Arlene B. Mattison	4	4
08	Nancy S. Heller	4	4	05	Hugh Mattison	4	4
05	James A. Hennessey, Jr.	4	4	06	Robert J. McCain	4	4
AL	Thomas P. Hennessey	4	4	14	Peter M. McDonald	4	4
05	Joan Hertzmark	4	4	14	Joseph J. McMahon	4	2
04	Sarah A. Heywood	4	4	14	Chou Chou Merrill	4	4
11	Isabella Hinds	4	3	AL	Michael W. Merrill	4	4
07	Lawrence A. Horlick	4	3	11	Peter B. Miller	4	4
15	Mary R. Hunter	4	4	14	Shaari S. Mittel	4	4
08	Kenneth D. Jacobson	4	4	13	Sergio Modiglianai	4	3
03	Jeanine F. Jenei	4	4	09	Bruce Moore	4	4
09	Barr A. Jozwicki	4	4	01	Stephen R. Morse	4	4
09	Joyce Jozwicki	4	4	03	Robert E. Nesson	4	2
03	David Kahan	4	4	07	Louis I. Novakoff	4	4
04	Myrna Kahn	4	4	05	Phyllis R. O'Leary	4	4
04	Robert A. Kahn	4	4	05	Andrew M. Olins	4	4
AL	Donna R. Kalikow	4	4	09	Bonnie J. Oliphint	4	4
01	Lois Hilfiker Kanter	4	4	09	Jerold Oppenheim	4	4
07	Estelle Katz	4	4	02	Edith G. Pearlman	4	4
10	Jamie W. Katz	4	3	13	Harold A. Petersen	4	4
07	Paul Katz	4	4	15	Peter C. Pierce	4	4
03	Pauline Ponnice Katz	4	4	09	Joan E. Pollack	4	4
12	Garabed Kayakachoian	4	4	06	Joan E. Pollard	4	4
11	Stephen W. Kelley	4	4	01	Arnold Porter	4	4
14	Anne C. Kirrane	4	4	09	Stanley N. Rabinovitz	4	4
06	David A. Kleiler	4	4	08	Shirley Radlo	4	4
09	Allan Kupelnick	4	4	05	James Reardon	4	4
16	Kenneth V. Kurnos	4	3	08	John Reinstein	4	3
16	Paul J. L'Italien	4	4	15	Margaret Richardson	4	2
09	Kevin E. Lang	4	4	14	William J. Riley	4	4
11	Tania R. Langerman	4	4	01	Michael Robbins	4	4
06	Virginia W. LaPlante	4	4	04	Thomas C. Robinson	4	4
01	Frederick Lebow	4	4	02	Evelyn A. Roll	4	4
15	Philip Leder	4	2	10	Naomi Ronen	4	4
13	Julius B. Levine	4	3	07	Bernice Rosenbaum	4	4
12	Frederic A. Levitan	4	4	09	Martin Rosenthal	4	4
10	Mark E. Levy	4	4	10	A. Joseph Ross	4	4
12	Patricia C. Libbey	4	4	15	Deborah D. Rudman	4	3
01	Jonathan D. Lieff	4	4	15	Stanley H. Rudman	4	4
04	Susan E. Linn	4	4	07	Sloan K. Sable	4	4

1993 TOWN MEETING MEMBERS ATTENDANCE RECORD

Precinct	Name	Eligible to Attend	Attended	Precinct	Name	Eligible to Attend	Attended
15	Ab Sadeghi-Nejad	4	4	04	Marjorie Suisman	4	3
06	Janet L. Sanders	4	4	06	Timothy C. Sullivan	4	4
12	Ronald S. Scharlack	4	4	16	Max Swartz	4	4
10	Amy N. Schectman	4	4	AL	Ronny Sydney	4	4
01	John A. Schemmer	4	4	02	Joseph Tepper	4	2
12	James W. Schlesinger	4	4	11	Maxine Tracht	4	2
12	Richard E. Schroeder	4	4	03	Myra Trachtenberg	4	3
02	Barbara C. Scotto	4	4	02	Thomas Trainor	4	0
11	Richard Segan	4	3	04	David M. Trietsch	4	4
13	Barbara C. Senecal	4	4	04	Barbara J. Tumelty	4	3
11	Frederick S. Sharff	4	0	13	John R. Van Scoyoc	4	4
07	Virginia M. Shea	4	2	14	Rosamond B. Vaule	4	4
02	Barbara F. Sherman	4	4	08	Richard Vernick	4	4
11	Joel D. Shield	4	4	07	Janet R. Vohs	4	4
09	Florence Showstack	4	4	13	Claire R. Waldman	4	2
16	Robert Silverman	4	4	02	Dorothy M. Ward	4	4
10	Robert K. Sloane	4	3	16	Rosemary E. Watson	4	4
09	Frank Israel Smizik	4	4	11	Robert M. Wax	4	4
08	Brenda J. Soyer	4	4	10	Sidney Weinberg	4	4
08	Samuel Spiegel	4	4	12	Barry L. Weisman	4	4
02	Stanley L. Spiegel	4	4	06	Karen M. Wenc	4	4
03	Aron Steinberg	4	0	01	Susan H. Williams	4	4
08	Marlene Steiner	4	4	06	A. Christina Wolfe	4	4
01	Ronni Gordon Stillman	4	3	AL	Justin L. Wyner	4	4
12	Sandra L. Stotsky	4	3	12	Nancy C. Yetman	4	2
11	Jean G. Stringham	4	4	07	Seymour A. Ziskend	4	3
03	Linda J. Sugarbaker	4	4				

GENERAL GOVERNMENT

Town Clerk

On Tuesday, May 4, 1993 the Annual Town Election was held. Polling places were open from 7:00 A.M. to 8:00 P.M. A total of 9,771 voters, 27.9% of the eligible registered voters in the town, participated in this election. Included on the town ballot was the question "Shall the provisions of an act providing for the appointment of Treasurer/Collector in the Town of Brookline be accepted?" This question passed by a vote of 2,980 Yes to 2,215 No.

On Tuesday, June 1, 1993, a two-article Special Town Meeting was convened at 8:30 P.M. and dissolved on Wednesday, June 2, 1993 at 10:25 P.M.

Town Meeting Members convened for the Annual Town Meeting at the High School's Roberts-Dubbs Auditorium at 7:00 P.M. on Tuesday, June 1, 1993. The meeting was adjourned to and dissolved on Wednesday, June 2, 1993 at 11:20 P.M. in order to complete the business of the twenty-two article warrant. Significant legislation passed at this town meeting included the transfer of the general charge of maintenance, repair and heating of all school buildings to the Town of Brookline Building Commissioner and the passage of a Domestic Partners Act.

On Tuesday, November 16, 1993, a twenty-five article Special Town Meeting was convened at 7:15 P.M. This meeting was adjourned to and dissolved on Wednesday, November 17, 1993 at 11:10 P.M. Significant legislation

included the passing of a by-law that restricts smoking in public places and prohibits tobacco sales through vending machines.

There were 522 births recorded in Brookline for 1993, pending final results from the City of Boston. There were 467 deaths recorded in Brookline, pending final results. There were 492 marriage intentions filed and 470 marriages recorded in Brookline for 1993.

Revenue—1993

Conservation Licenses	\$455.30
Gasoline Permits	3,000.00
Marriage Licenses	9,835.00
Dog Licenses	11,708.00
Board of Appeals	8,033.00
Commercial Code Filings	8,956.00
Certified Copies	23,755.00
Business Certificates	9,517.00
Fines	4,990.00
Miscellaneous	\$8,570.13

Conservation Licenses

Fish & Game Licenses Issued	\$16,288.80
Fees Paid to Commonwealth	15,833.50
Fees Paid to Treasurer	\$455.30

Registrars of Voters

There was one election held in 1993. The Board of Registrars of Voters held twelve voter registration sessions throughout the year. There were 32,355 registered voters eligible to vote in 1993. The Town Census for 1993 was 55,732, a decrease of 1,010 from 1992.

Political Parties

Democrat	14,247
Republican	2,857
Unenrolled	15,251

Town Counsel

Town Counsel's office provides legal services to all the town's various boards, departments, commissions and employees, to protect financial interests, minimize liability and obligations in contract and tort claims and serve the people of the community. The professional staff handles all litigation, in both the federal and state court systems, and represents the town in matters before administrative agencies, both state and federal.

The Town of Brookline is self-insured. The town does not purchase insurance for its motor vehicles or for its other functions and responsibilities associated with the operation of the community, resulting in a considerable savings to the town, thereby making funds available for other municipal programs. In addition, this office has successfully defended law suits involving appeals from decisions of the Board of Appeals in zoning matters, workers' compensation and special education cases, civil rights actions and a great many personal injury and property damage cases.

Town Counsel also commences litigation for the town and recovers substantial sums for the benefit of the community. Litigation for the town also includes actions to enforce by-laws, tax foreclosures in the Land Court, civil

service and retirement appeals and a variety of miscellaneous claims on behalf of the town.

Town Counsel represents the Board of Assessors in Appellate Tax Board appeals and the School Department in a variety of student related matters.

An important part of our work includes the drafting or review of contracts and other documents to ensure that the town's interests are protected and litigation is avoided.

Town Counsel assists citizens and those associated with Town Meeting in the preparation of articles, warrants, reports and votes. Town Counsel attends all Town Meetings in order to answer questions and properly resolve any legal issues which may arise.

In 1993, the Town Counsel's Office with the cooperative efforts of our police investigator, Detective Arthur Harrington, collected approximately \$30,000 as restitution for damage to town property.

1993 has been a challenging and demanding year. These challenges and demands could not have been met without the outstanding professional skills and dedication of the staff.

Purchasing Division

The Division of Purchasing's goal is to maximize value from funds expended for materials, supplies, equipment, and services. This objective encompasses the requirements of every town department and the School Department, including the School Lunch Program. The procurement process involves receiving and reviewing requisitions, clarifying specifications, preparing requests for quotations and bids, issuing purchase orders, and awarding contracts. Ancillary activities include filing minority business enterprise utilization reports and tax exemption certificates.

Procurement of systems, furniture, and equipment for the New Lincoln School required significant effort during 1993 and will continue until the school is occupied. Purchasing has worked with members of the Lincoln School Oversight Committee, the architect, and school staff to prepare specifications, bids, and contracts. Bids and contracts for systems which were prepared by Purchasing include the telephone system, security system, stage lighting system, and auditorium sound system. Construction delays have required that delivery of furniture and equipment be delayed from the original target date of August 1993 to May 1994. There are over fifty categories of systems, furniture and equipment with a value of over

\$667,000 to be coordinated with the construction schedule.

Purchasing contributed to the writing of the request for proposals for an integrated financial system. Proposals were opened in November, 1993 and are under evaluation by the Selectmen's Computer Advisory Committee. The financial system is the first part of an effort to upgrade the town's data processing capability. Acquisition of appropriate computer software and hardware requires considerable time and effort and is crucial to improved operational efficiency.

Purchasing has been involved as a participant in the development of a Joint Municipal Computer Network. The project was originally established under the aegis of the Metropolitan Area Planning Council with the objective of establishing a network for the sharing of contract and price information. The project has been funded and is being implemented statewide by the Commonwealth Department of Procurement and General Services. The Chief Procurement Officer was a member of the Steering Committee and Brookline will participate as a pilot community when the network goes on line.

Working with the Emergency Medical Services Operations Committee, Purchasing prepared the request for

proposals to provide ambulance service. As a result of intense vendor competition, the town obtained a five-year no subsidy contract for service at the advanced life support level. This contract is a model of a private sector company and town public safety departments cooperating to deliver a critical public service.

Cooperative bidding remains an effective tool for obtaining maximum price advantage through quantity discounts. Brookline has taken the lead in the area of cooperative bidding for school lunch requirements.

Personnel Board

Alexander (Sandy) Spaulding resigned from the Board in January of 1993 due to the pressure of business and other public service commitments. Mr. Spaulding was a very valuable member of the Board and his assistance will be missed.

Ms. Jacqueline J. Young was appointed to the Board in August of 1993 to replace Mr. Spaulding. Ms. Young, a Personnel Director, brings in-depth experience with a variety of personnel issues that will be of great assistance to the Personnel Board in developing policy recommendations for the Board of Selectmen on human resource issues facing the town now and in the future.

The town and Local 950, IAFF continued various attempts during the year to achieve labor contracts for the period July 1, 1991-June 30, 1995. The major issue in contention remained an increase in the employee share of HMO co-payments from 10% to 25%. Direct bargaining efforts and various court hearings did not result in a contract. At year's end, the Labor Relations Commission still had not issued a decision in the Local 950 unfair practice charge case heard by that agency in 1992. Interest Arbitration hearings before the Joint Labor Management Committee for Police and Fire finally began on October 26, 1993.

Group health remained a major concern in Brookline, just as throughout the nation. The Health Advisory Committee, consisting of union and management employees, was joined in a year of hard work by Selectman Donna Kalikow. The Committee established seven formal objectives: 1) To assure quality of care for all active and retired employees; 2) To assure accessibility of care for all active and retired employees; 3) To assure affordability of care for the town, its employees and their families; 4) To develop and implement improvements in the group health plan based on equally shared responsibility between management and labor and to jointly present the committee's recommendations to the Board of Selectmen; 5) To assure that health benefits, including

Cooperative contracts for pizza products and lunchroom paper supplies were completed and added to the list of items previously reported. The town managed fuel cooperative awarded fixed price contracts for FY-94 which were, on average, 8% lower than FY-93. In addition, Commonwealth of Massachusetts supply contracts are maintained on file in the Purchasing Department and were used when their prices were better than could be obtained by bids based on the town's smaller quantity requirements.

the percent of copayment, are subject to collective bargaining for each bargaining unit; 6) To continue to explore the option of establishing a joint labor management health care trust; 7) To establish a new and constructive relationship between the town and its employees.

During the year the Committee devoted its efforts to understanding all the factors which go into the town's health benefit budget, the design options for various types of health plans, and various alternative funding arrangements. The Committee has identified a two level PPO/EPO plan design as the probable exclusive form for future town provided group health insurance. Various factors did not make a specific plan selection feasible by year's end, but the Committee remains optimistic that a recommendation will be made in 1994.

Sexual harassment in the workplace is an issue which the courts and society have not always taken very seriously. This has changed dramatically in the last few years, and a new national maturity on the subject is being expected and demanded. The U.S. Equal Employment Opportunity Commission has imposed on employers an 'affirmative duty' to prevent and eliminate sexual abuse. As a first basic step the town adopted a comprehensive sexual harassment policy in 1993. The Brookline Commission on the Status of Women played a key role in drafting the policy. Union representatives also provided their advice and assistance to make the new policy as workable and helpful as possible. Selectman Ronny Sydney was instrumental in coordinating this phase of the process, as well as providing guidance and insights throughout the entire policy development process. The final policy was adopted by the Board of Selectmen on December 14, 1993. There are no indications that sexual harassment is a serious problem in the town workplace. However, this new policy and the training for all employees that will follow in 1994 will help ensure that no employee ever needs to endure this particularly offensive type of conduct.

Information Services

For the Information Services Department, 1993 was a year of planning and preparation. In conjunction with the Selectmen's Computer Advisory Committee, the Information Services staff conducted an extensive data flow analysis of all town functions. This study mapped the flow of data among all town departments. Using this study as a guide, the Advisory Committee met with town department heads to determine their information needs. As needs were identified, they were prioritized. The highest priority was given to the town's financial applications. The requirement for an integrated financial system became the basis of a request for proposal for new computer software and hardware for the town. This document was prepared under the supervision of, and issued by, the Chief Procurement Officer. Vendor responses have been received and evaluated. Selected potential vendors have demonstrated their systems to the town and site visits are currently being scheduled.

In order to ensure a high level of service during the upcoming period of hardware and software transition, the town employed the services of Municipal Management Associates to process tax billings and collection. The cost of this service was fully offset by savings produced by the elimination of the support contract on previous tax software and a staffing reduction within the Information Services Department. The town's contract with this

vendor provides for an option to purchase this software at a future date should we choose to run it on our new hardware.

Having stabilized existing systems, we will now be making final decisions with respect to application software and hardware. This step will require a major retraining effort on the part of the Information Services staff. We are moving from the old world of proprietary software to the new world of "open systems". To lessen the learning curve, we have installed a PC with SCO UNIX and an evaluation copy of Informix. These tools, as well as the formal training in their use, will result in improved service.

A major requirement of all of the proposed systems is that they be accessible by the School Department. Toward that end, the town's Information Services Department has been and will continue to work closely with the School Department's Information Services Department to achieve and ensure connectivity and compatibility. Our joint goal is to have standardized hardware and software for both application support and networking, that meets the long-range objectives of the town and school departments. This standard will be compatible with our current investment in existing DOS/Windows and Apple applications. It will also serve to eliminate redundancy in development tools and their associated costs.

PUBLIC SAFETY

Police Department

In 1993, Chief Howard A. Brackett instituted a number of new constructive programs. One change was the development of a grant writing unit within the Community Relations Division. Thus far, the department has applied for grants from federal, state and private groups for funding special projects and for monies to provide additional personnel. In conjunction with Dr. Lorraine Green of Northeastern University, we applied to the Brookline Community Fund for funding for a Map Info. Project and received a grant of \$5,000. Through a grant proposal to the state, we received \$26,800 to supplement our D.A.R.E. program. The department also submitted a grant application to the federal Police Hiring Supplement program for \$456,145.59 to cover 75 percent of the cost of both salary and fringe benefits for the hiring of four new police officers over a three-year period. Approval of this grant application is presently under review.

The department joined Project Northstar which allows us to receive available military surplus equipment. Thus far, we have applied for 24 surplus items including three 4x4 Blazer vehicles, ammunition, Starlight night scopes and goggles, and field drug testing kits. Receipt of any of this equipment will save the department a considerable amount of money.

The Chief put together a planning team of high ranking fire and police personnel, who along with a building planner are studying how to better utilize present space at police headquarters. They are also studying an expansion program that would connect the police station with fire headquarters in order to accommodate the growing need for additional space. Also, a long-needed new security system for the station was installed with further improvements in the system to come.

Despite the fact that since 1991 the department has lost 15 patrol officer positions, Brookline's crime rate continues to decrease. This year it decreased by 2-1/2 percent. Credit for the low crime rate can be attributed to the high visibility deterrence of the patrol force and the superb follow-up investigations by the Detective Division. Total arrests this year increased to 1496 from 1281 in 1992 because of the outstanding activities of these two divisions.

Robberies went down to 74 from 120 in 1992, a significant decrease of 46. Just as dramatic is the decrease of breaking and entering crimes, down to 384 from 466 in 1992, a decrease of 82. Other public safety totals and their comparison with 1991 and 1992 are as follows:

Crime/Event	1991	1992	1993
Assaults	226	234	201
Rape/Attempted Rape	9	7	8
Robbery	98	120	74
Breaking & Entering	526	466	384
M.V. Theft	511	353	355
Suicides/Attempts	22	16	18
Sex Offenses	57	30	29
Medical Emergencies	2214	2329	2498
Total Arrests	1478	1281	1496
Protective Custody	150	176	151
Drug Charges	201	163	152
Assault and Battery on			
Police Officer	24	23	22
Alarms	6262	5653	5666
Shoplifting	254	211	234

The traffic unit conducted 4,821 hearings at police headquarters, and resolved another 1,898 appeals through the mail. The traffic division reported 1,864 motor vehicle accidents with no fatalities in 1992.

Gross revenues from the traffic division totalled \$4,292,015. Of that amount, \$4,247,377.98 came from activities associated with traffic regulation and enforcement procedures.

For example, 25,967 moving violations resulted in \$337,871.50 and 153,967 parking tickets brought in \$2,563,150.29. Parking meter revenues alone accounted for \$1,346,356.19 and the surcharge on towed vehicles brought in \$44,637.82.

Other sources of income from the department include:

Town Counsel Liaison	\$29,155.16
Police Detail Surcharge	\$90,214.64
Burglar Alarm (fines)	\$12,300.00
Misc. Fees, etc.	\$32,674.00

The total amount of monies generated by the department was \$4,456,359.60. This represents a \$680,504.98 increase over Calendar Year 1992.

The Community Relations Division provides a number of special services to the town. The Crime Prevention Unit conducted 25 Neighborhood Crime Watch Programs this past year. Twenty residential and commercial surveys were done, and five shoplifting seminars were presented to the business community.

The Safety Officer conducted 150 classroom presentations for the students in Brookline grammar schools.

The Juvenile/Domestic Violence/Elderly Affairs Unit has continued to concentrate on a proactive, early intervention approach in these three areas. In 1993 the Brookline Court issued over 200 209A restraining orders. This unit, now commanded by a sergeant, works closely with social agencies, both

public and private, to help resolve problems in these areas. In the past year, the unit set up a program in which twice a month they speak to various groups about domestic violence. This program will be continued in 1994.

Through the \$5,000 grant received from the Brookline Community Fund we are implementing crime mapping technology in order to identify emerging crime problems. Initially, we are concentrating on identifying and tracking outside Boston street gangs that are now spending time in Brookline. This program will allow the department to engage in location specific – problem oriented policing in relation to these street gangs and will enable expansion of Neighborhood Crime Watch efforts in the areas where these gangs are congregating.

The Detective Division follows up on criminal incidents that would be impracticable for the Patrol Division to pursue. The division has increased its apprehension of wanted felons by cooperating with the Boston Police Department on a concentrated warrant service follow-up system. Detectives in this

unit attend bi-weekly meetings with the Boston Police Anti-Gang Violence Unit in order to identify Boston gang members operating in Brookline. Detective Dirrane, of the I.D. Unit, is recognized as one of the top A.P.I.S. people in the state. He reported a 30% increase in felons identified by fingerprints. The Detective Division maintains close ties with the District Attorney's Office which has resulted in a higher than average conviction rate.

Over 2,000 sixth, seventh and eighth grade students have now completed the DARE program. Two outstanding police officers give 17 hours of classroom instruction to each student.

The Patrol Division has instituted a shift briefing report system which provides officers with up-to-date information on criminals, crimes and crime patterns.

The Records Division instituted a new program where letters are mailed to Brookline residents who have non-violent misdemeanor warrants outstanding against them, advising them to clear these warrants with the court to avoid the inconvenience of an arrest.

Fire Department

The year 1993 was a busy one for the Brookline Fire Department, which responded to 6172 emergency incidents, an increase of 160 over last year. These emergency responses included 2935 medical emergencies, 889 street boxes and 2348 miscellaneous incidents as well as ten multiple alarm fires. It is interesting to note that medical emergencies increased by almost 200 incidents over last year and now account for 48 percent of all emergency incidents. The number of multiple alarm fires jumped dramatically from two in 1992 to ten in 93. The 155 fire suppression personnel did a commendable job in extinguishing these fires with no loss of life while limiting the amount of structural damage to a minimum.

The table of organization for the department includes the Chief of the department, 6 deputy chiefs, 9 captains, 24 lieutenants, 124 firefighters, five fire alarm operators, one Wire Division superintendent, one signal maintainer, one office manager, two senior clerk typists, one motor equipment foreman, and one motor equipment repairman.

After many years of planning, funds were included in the Capital Improvements Program to do major repairs to the fire stations. Planning has been completed; contracts have been signed; and most of the work has been scheduled to be done in the spring and summer of 1994. Funded projects include roofs, apparatus doors, energy efficient windows, heating systems, emergency generators and, most important of all, diesel exhaust systems for all stations which will keep diesel fumes from entering the living areas of the station. When these repairs are done, the stations will be protected from the weather and will give fire personnel a decent working environment.

A study of the fire and police headquarters building

was scheduled to begin in early 1994. This study will look into the space needs of both departments and will include proposals for providing adequate space for both departments well into the next century. Also included in this study is the question of whether both departments' dispatch facilities should continue to operate separately or be combined into one central dispatch office.

The Fire Department played a major role in the delivery of emergency medical services to the citizens of Brookline. In addition to all uniformed members being first responders, 112 firefighters and officers are emergency medical technicians. The advanced life support system which Brookline provides to its citizens is a format that is frequently studied and copied by other communities in the commonwealth. Brewster Ambulance Company, which has been a key component of the EMS system for eight years, signed a new contract with the town covering at least the next five years.

The Training Division was once again a leader in the state in providing high quality training and education to the members of the department. In addition to holding the classes necessary to keep the level of proficiency of the department at a high level, the training division officers held specialized drills in ice and cold water rescue using cold water rescue gear, hazardous materials incident training, and incident command training. In addition, all members received ongoing instruction and retraining in many firefighting areas.

Members of the Fire Prevention Division conducted over 4,400 fire safety inspections during the year including inspections of restaurants, lodging houses, apartment buildings, public buildings, theaters and other places of assembly. In addition quarterly inspections were conducted in all hospitals and nurs-

ing homes in the town.

This division spearheads the department's fire safety programs by coordinating the fire safety education of various groups throughout the town. Their inspection programs go a long way towards lowering the fire problem by eliminating hazardous conditions before a fire starts.

The Fire Alarm and Wire Division once again made their contribution to the safety of the citizens of the town. The Wire Division's attention to detail in the maintenance of the fire alarm street box system insures that all fire boxes in the system are in service at all times. This street box alarm system, which was originally installed in 1926, is in need of replacement because of lack of repair parts. The question of replacement cost is a part of the Fire and Police

Headquarters study which will be done in early 1994.

As part of our preventative maintenance program, all apparatus was serviced at least twice during the year and all vehicles passed the Massachusetts safety inspection guidelines. All pumpers and ladder trucks were service tested during the year.

All self-contained breathing apparatus was maintained and serviced throughout the year by our own certified technicians. Using fire personnel, trained by the factory, the town saves thousands of dollars in repair costs each year. The breathing apparatus, while kept in good condition, is beginning to show its age, having been purchased in 1981. Replacement of this equipment is a part of the capital equipment replacement program scheduled for the next several years.

Building Department

Public safety is the primary concern of the Building Department. The administration and enforcement of building, plumbing, gasfitting and electrical codes and zoning by-laws remains, by statute, the primary responsibility of the Building Department.

The following summary notes the volume, type, and construction estimates for permits issued:

Type of Permit	Number Permits	Cost of Construction
New Building	10	3,339,031
Alteration	1,578	13,945,325
Additions	47	2,310,854
Kitchens	184	2,363,723
Bathroom	168	1,842,637
Roofs	178	1,241,007
Mechanical	63	527,022
Sprinklers	19	1,212,865
Siding	40	269,648
Swimming Pools	3	194,000
Signs	57	66,691
Temporary	3	24,000
Tents	24	87,101
Plumbing	939	1,773,789
Electrical	1,015	1,093,096
Gasfitting	739	845,397
TOTAL	5,067	\$31,136,177

Other Certificates Issued:

Occupancy Certificates	181
Certificate of Inspection	199
Common Victualler	82
Builders Licenses	510
Citations Issued	22
TOTAL	994

Repairs to Public Buildings

This year, the Building Department had its maintenance to town buildings combined with the maintenance of all school buildings. The department was reorganized and a Public Building Division within the

Building Department was created.

In July of 1993, Charles Simmons was hired as the director of this new division. Mr. Simmons is a graduate of Worcester Polytechnic Institute with a Degree in Mechanical Engineering.

During the summer many projects were completed in both school and town buildings. At the High School, much work was done on the mechanical heating system, the auditorium, and the locker rooms. At the Pierce School, the ventilation system was rebuilt, adjusted, balanced and tied to the energy management system. Sections of carpet were replaced. At the Baker School, eight classrooms were revamped to meet the needs of the teachers. The ventilation system was repaired as was the alarm system. Three new classrooms were constructed. At the Devotion School, three new classrooms built, carpet was replaced and the ventilation system was repaired. At the Lawrence School, the cement floor in the day care area was removed and re-poured; the mechanical control system throughout the building was repaired. At the Driscoll School, a new class room was built in place of the home economics room; a new computer room was built; and the sprinkler system and hall ceilings were replaced. At the Runkle School, carpeting was replaced. Four classrooms and bathrooms were painted and the school store was set up. At the Heath School, de-humidifiers were installed, ventilation was worked on and plans were made for the roof replacement. At the Old Lincoln School on Rt.9, the equipment in the Industrial Arts room was removed in order to create a new music room.

During 1993, the elevators at the Town Hall were completely rebuilt using state of the art controls and operators to replace thirty year old controls. Working with Boston Edison, we were also able to retrofit the Town Hall lighting with new energy efficient fixtures. Since completion, we have realized a reduction of over \$1,000 per month in the electrical bill. This work was completed by Boston Edison at no cost to the town. This program is being continued in other town buildings with further savings anticipated.

Board of Examiners

The Board of Examiners was established under the Town of Brookline Building Code. Today this board is included under the Massachusetts State Building Code. The board consists of three members, an engineer, an architect and a licensed contractor, who are all appointed by the Board of Selectmen. This Board meets monthly to hold licensing examinations to ensure that all work in the construction, alteration, removal, or demolition of buildings or structures in the Town of Brookline is performed by qualified licensed persons. All of the meetings are conducted under an "Open Meeting Law" which requires notice of such meetings be posted to the public and that accurate records of the board's proceedings be maintained.

During this past year we received the resignation of Jack Prager who relocated and was therefore unable to continue on the board. We also lost a very dedicated member of the board with the passing of George Michelson. Mr. Michelson was appointed to

the board in June of 1973 and missed only two meetings during his tenure. His presence on the board will be missed.

Two new members, Israel Katz and Barnett Berliner, were appointed to the board by the Board of Selectmen. They joined Board member Mr. Julius Abrams.

During 1993 a total of 22 applicants were examined and 22 successfully qualified for licenses. Twenty-two were issued as follows;

- 4 ABC (separate or combined fire resistive construction)
- 2 D&F Masonry Walls & Frame Construction
- 8 Frame Construction
- 5 F Limited Alterations & Repairs-Frame Construction
- 3 Miscellaneous Siding, Roofing

In addition to new licenses issued, there were 167 renewed during 1993.

Building Commission

The Building Commission, in accordance with Article XV-A of the town bylaws, participates in the selection of design consultants, reviews and approves plans and specifications, receives proposals, awards contracts and maintains supervision of the town's building program. The Building Commission works closely with the Board of Selectmen and using agencies and commissions.

The Building Commission consists of five members who are appointed by the Board of Selectmen. The membership includes a registered architect, a registered engineer, a licensed builder and two citizens.

The Commission Members are assigned to major projects and attend weekly construction meetings to oversee the projects' construction and budget.

Some of the projects that the Commission has supervised in 1993 and will continue to oversee in 1994 until completion are:

1. Monitor construction of the New Lincoln School.
2. Design and bid Larz Anderson Skating Pavilion.
3. Design and replace the roof at the Lawrence, Runkle and Heath Schools.
4. Complete masonry and waterproofing repairs at the Main Library.
5. Complete masonry repairs, re-roofing and skylight replacement at Coolidge Corner Library.
6. Heath School site clean-up in compliance with EPA.
8. Complete the design and bid the Heath School renovation and modernization project.

9. Complete the design and bid of the fire station renovation project.
10. Complete phase II of the High School life safety modernization project.
11. Complete the design and bid documents for the High School and Baker School windows.
12. Complete designer selection for the Main Library Garage and Town Hall repairs.
13. Designer selection for the High School feasibility study.

In the coming year the Commission will be involved in the following;

1. Construction of the Heath School modernization project and repairs.
2. Complete the renovations at the fire stations.
3. Put the New Lincoln School into service.
4. Construction documents and repairs to the 1928 wing of the Driscoll School.
5. Repairs to the Runkle boilers.
6. Window replacement at the Runkle School.
7. Complete site remediation at the Baker School.
8. Construct Larz Anderson Skating Pavilion.
9. Replace windows at the Main Library.
10. Complete repairs at the Main Library parking garage.
11. Re-caulk Town Hall and replace broken stone slabs.
12. Work with the Commissioner on the tank replacement at the Heat and Light Plant.

PUBLIC WORKS

Administration

The administration of the Department of Public Works, under the leadership of Commissioner A. Thomas DeMaio, provides coordination and oversight of all six divisions. In addition, the department oversees the activity of four boards and commissions within the scope of its mandate.

The office is effectively managed by Eleanor F. Clancy who oversees all administrative staff. The critical support functions, including budgetary control, payroll processing, utility invoicing, purchasing and billing, are carried out by the staff.

Efficiency and flexibility remain the key to a smooth

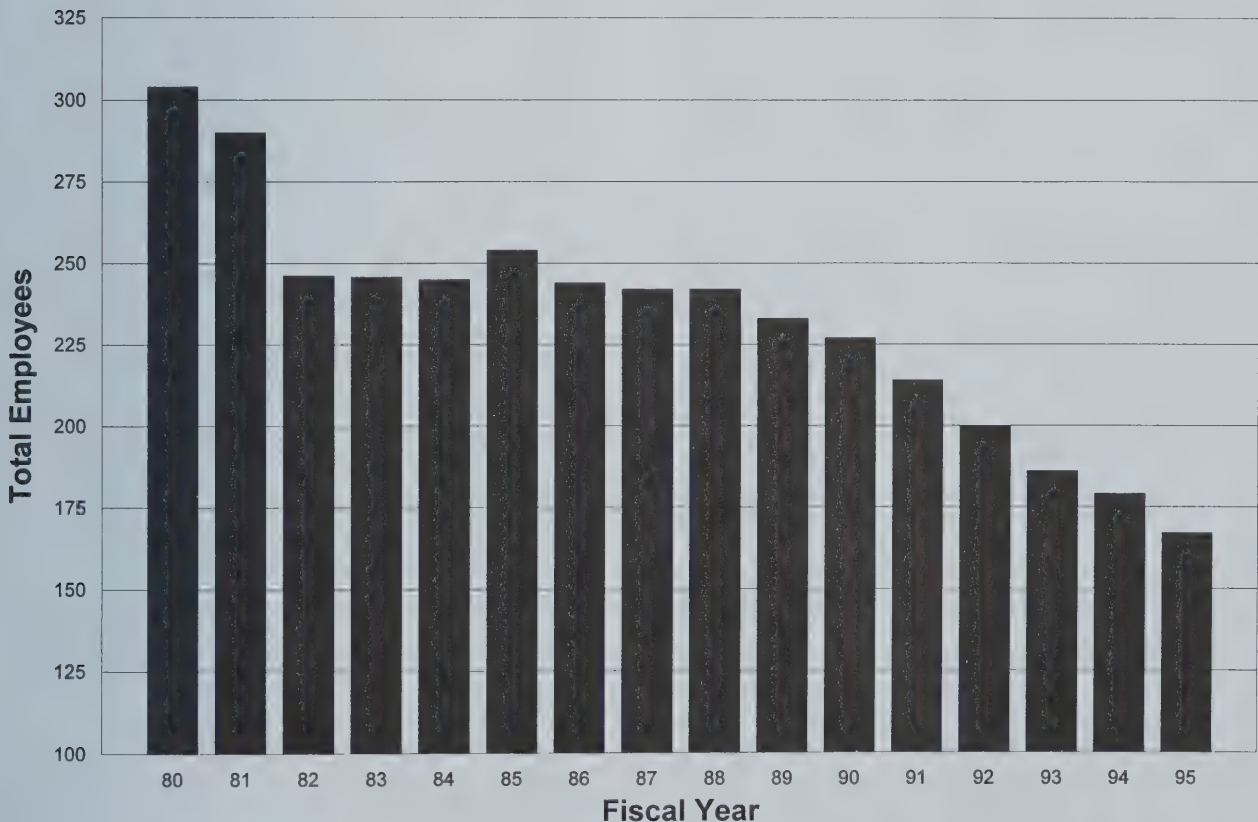
Public Works operation. Special credit belongs with the five employees in the office who cheerfully answer scores of citizen inquiries daily.

A new automated payroll system has been put into place to assure the most accurate accounting for the 179 people employed by the Department of Public Works.

Emphasis has been given to a new administrative training program to bring employees on line with new methods and procedures. It is notable that the administrative staff developed and processed more than 31,000 refuse bills in 1993.

DPW EMPLOYEES

Fiscal Years 1980 to 1995



The DPW/Administrative staff assisted the Commissioner by producing reports and graphs in response to requests from the Advisory Committee, Solid Waste Advisory Committee, and Town Meeting Members.

Fifteen years ago the Department of Public Works utilized the services of 305 employees. The DPW, at that time, was held in high esteem by the citizens of Brookline. Surrounding communities used their quality work as a standard to compare their own Public

Works departments.

Today, there are 137 fewer employees to do the work, with a loss of 60 employees in the last five years. Despite the personnel reductions, the same services are being provided. The DPW, through higher productivity and improved methods, continues to give Brookline its vital public services, constantly adjusting to ever changing community demands. Reduced personnel levels and an aging motor equipment fleet makes it difficult to provide the historical level of service. It frequently takes longer to complete a specific task. But, to the credit of all Public Works employees, the job gets done.

The Solid Waste Advisory Committee continues to support town-wide recycling efforts. Curbside recycling has been very successful. The Recycling Hot-

Line responds to citizens requests regarding how to recycle and how to prepare the recycling bin at curbside.

This year 3,800 tons were recycled. In addition, the Public Works Composting Program exceeded 3,000 tons. The combined total, 6,800 tons, shows that the citizens of Brookline are dedicated to improving the environment through recycling both today and in the future.

The League of Women Voters coordinated the successful Hazardous Waste Collection Day. Working with the Department of Public Works and the Solid Waste Advisory Committee, the League heightened the awareness of Brookline's citizens to the need for timely disposal of household hazardous waste.

Engineering Division

As part of the Department of Public Works, the Engineering Division provides critical support and professional engineering advice for nearly every town department. The division made a tremendous effort this year computerizing a number of working procedures and every day activities. Two major projects prepared this year utilized AutoCad as a computer aided design program. Warren Field was completely designed on the division's computer system. The Geographic Information System (GIS) was expanded with the purchase of hardware and software elements and will be utilized in future 1994 design projects.

The Engineering Division prepared a number of contracts including the repair and maintenance of roadway, sewer, drain and water systems. A considerable amount of engineering time has been invested in the design and construction of the parks system. Each year, the division prepares contracts for a wide range of private sector work to supplement the Public Works Department. The repair and maintenance of traffic signals, fertilizing and aerating playgrounds, repairing area street lights, tree removal and replacement, and composting of leaves are some of the yearly projects.

This year, the Pavement Management Program included the rehabilitation of St. Paul Street between Aspinwall Avenue and Beacon Streets and Washington Street between Cypress and Beacon Streets. Each street was rehabilitated with a new roadway surface. Funds were obtained from the State Aid Chapter 90 Program. Fairbank and Tully Streets were fully reconstructed, 22 streets were resurfaced and 14,000 gallons of protective crack sealing material were applied to stop water from deteriorating the roadway foundation. This important program assists in preserving our aging roadway network. Community Development Block Grant Funds (CDBG) allowed Public Works to install 37 wheel chair accessibility ramps at critical locations. The Engineering Pavement Management Program was updated to allow the division to track and schedule roadway improve-

ments according to their structural needs.

Funding for the rehabilitation of four playgrounds was obtained from the Community Development Block Grant Program. Margaret E. Robinson Playground on Cypress Street was completed and included the rehabilitation of the ball field, a large spray pool area, a tot playground and initial installation of a roller blade/street hockey rink (the first in Brookline). The John E. Murphy Park on Kent Street is near completion. Devotion Playground, adjacent to the Devotion School, with a rehabilitation cost of a quarter of a million dollars will be completed in June 1994. Some of the more unique features of this play area include sitting areas and a challenging play equipment system for various age groups. Cypress Playground received a new lighting system which included the installation of new light poles. Waldstein Tennis Court will also be completed in early 1994. The old resilient surface has been replaced with a complete asphalt overlay. New fencing and lights will be installed to provide reliable evening use of the courts. The design and bid specifications for a new retaining wall destroyed by Hurricane Bob in 1992 at Larz Anderson were developed and the project completed with funds provided by the Federal Emergency Management Agency.

The division designed school zone flashing and speed limit signs around the Runkle School. Installation will be complete in June 1994. The division inspected the installation of 27 benches at Reservoir Park, a welcome addition for the scores of citizens who use the one mile oval walking path. The division also designed and administered the contract for the first year of a three-year water cleaning and relining project with a value of \$ 4.1 million. The Engineering Division, to its credit, has the flexibility of producing contract documents and complex designs in-house, at a very economical cost.

The street lighting conversion program has been one of the town's most successful efforts in reducing costs. This year 33 street light change orders to replace 147 mercury vapor street lights with 173 high pres-

sure sodium (HPS) vapor street lights were issued. Light levels will be increased by an average of 13% on various streets while energy usage and costs will be reduced by 68,527 KWH/year and \$867 per year respectively. As a result of this changeover to the more efficient HPS street lighting system developed in 1981, the town has achieved an annual cost saving of more than \$148,544. At the present time approximately 89% of the Edison lights in town are HPS.

Twenty-seven utility petitions for 7,964 feet of conduit, four new manholes, rebuilding two manholes, installing one telephone service area terminal, installing one new pole, relocating one pole and removing two poles were received from Boston Edison and New England Telephone. The petitions were processed by the division under the direction of

the Commissioner of Public Works and granted by the Board of Selectmen.

Twenty plot plans for connections to the town's water, sewer and/or drainage systems were processed and approved by the Commissioner. Eight thousand dollars was collected for this work. Approximately ten dwelling units will be added.

Sixteen drainlayer licenses were issued. License fees totalling \$4,800 were collected. In addition, 38 sewer and drain connection repair permits were issued.

In 1993, 284 service calls were made to keep the 52 signalized intersections and nine school zone flashers in operating condition. These lighting systems are maintained by private contract on a 24-hour basis to ensure the safety of the public.

Highway Division

The Highway Division maintains a highly visible service in Brookline. The division is responsible for the safety and appearance of all public ways. A key element of this division is the repair of streets, sidewalks and the replacement of town-owned fences and walls. Included are School Department walks, paths, roadways and parking lots.

The Highway Division keeps all public ways swept and free from litter. This year-round task begins with the daily removal of trash and debris from 125 litter baskets. The main streets of Brookline are swept three times a week. The residential streets are swept every nine days and common litter, leaves and grass are removed on a daily basis. During the winter months, the Department of Public Works team plows and sands 100 miles of streets, and 29 miles of sidewalks, an imposing task. In 1993, Brookline plowed through the 3rd highest snow fall on record, a remarkable 83.2 inches. All handicapped accessible ramps in the business and commuter areas are hand cleared and sanded, as needed, to ensure public safety. Public ways near churches, temples, elderly housing, paraplegic's residences, schools, and bus stops are given precedence in sanding and clearing operations. Public Works plows 29 miles of sidewalks in order to provide access to children along school routes and for senior citizens. The sidewalks were specifically selected by the Moderator's Snow Com-

mittee in 1978.

The placement, repair and manufacturing of street and traffic signs is a Highway Division responsibility. Inspection of street lights and traffic signals, the installation of parking meters and the lettering and painting of pavement, crosswalks and center lines complete the Traffic Control Program. The operation, maintenance and energy costs of town-owned street lights and Boston Edison lights are also within the scope of the Highway Division.

Motor equipment maintenance is critical to the upkeep of the town's fleet of vehicles, including 376 pieces of equipment in 12 departments. Centralized maintenance has promoted a high level of efficiency. Repair and long-term service records are kept to accurately track operating costs. Major repairs, outside the scope of routine work, are contracted out to town approved firms.

Solid waste collection and disposal of all household refuse complete the Highway Division's responsibilities. The timely collection and disposal of household refuse is critical to the health and welfare of the town. This year over 14,300 tons were collected townwide. Collection and disposal of sweeper debris, leaves, and trash from public ways is a part of the solid waste collection program. The continued cooperation of Brookline residents assures a smooth and efficient operation throughout the year.

Water and Sewer Division

The Water and Sewer Division operates and maintains the town's water and wastewater utility systems consisting of 355 miles of piping and appurtenances providing the entire population with reliable drinking water for both domestic use and fire protection and the collection of sanitary sewerage and surface water drainage.

Components of the water distribution system include 135 miles of mains, 2,108 main line valves, 1,486 fire hydrants, 9,376 service connections and storage

facilities for nearly 14 million gallons of water. During the year, 154 service connections were repaired or replaced, 42 service and main leaks were repaired and 57 fire hydrants were replaced. Emergency response service was provided and 489 requests and 538 billing and pressure complaints were investigated and resolved. The division purchased water wholesale from the Massachusetts Water Resources Authority (MWRA) totalling 2,546 million gallons. Retail water sales yielded \$5,942,818 in revenue.

The wastewater collection system consists of 103 miles of sanitary sewer mains which discharge into the MWRA wastewater system for treatment at Deer and Nut Islands, and 117 miles of surface water drains which collect roadway drainage from 2,344 catch basins. In 1993, emergency assistance was provided for 186 requests involving broken, plugged and backed-up sewers and drains, and 70 major blockages were repaired. Major sewer main collapses requiring the replacement of 125 feet of pipe occurred on Middlesex Road in March and on Chestnut Street in May, both requiring substantial repairs to roadways. Structural repairs were made to 87 catch basins and manholes and nearly 1,800 basins were cleaned generating over 1,200 tons of sand and debris. Total operational costs for wastewater collection and disposal were offset by \$6,942,794 in revenues generated by the sewer charge which is assessed based on metered water consumption.



12-inch sewer main collapse March 31, 1993 – Middlesex Road

Based on projected MWRA wholesale increases for water and sewer service of 15.4%, the Board of Selectmen increased the retail water rate from \$2.10 to \$2.35 per hundred cubic feet and the sewer use charge from \$2.50 to \$2.95 per hundred cubic feet of water consumed on May 1, 1993. However, due to budget reductions recommended by the MWRA Advisory Board and increases in state assistance for debt service, the Board of Selectmen was able to lower the rates in November to \$2.30 for water and \$2.60 for sewer representing a net increase of 6.5% over the previous year's rates.

Using funds appropriated at the 1993 Annual Town Meeting, a contract for the next three year/18 mile water main rehabilitation project was awarded to W. Walsh Company of Attleboro. Work began in July of 1993 on phase one of the project and will continue

until the completion in 1996. Plans and specifications for the final three-year rehabilitation project are currently being prepared by the Engineering Division for funding at the 1997 Annual Town Meeting. Completion of the entire distribution system is scheduled for the year 2000.

Repairs, repainting and safety improvements to the Singletree Hill water storage tank were completed in September with funds appropriated at the 1992 Annual Town Meeting.

The state mandated Cross Connection Control Program, established in 1989, continued to grow in 1993 with 571 backflow preventers now in service throughout the town. Testing of these devices, by the division, yielded nearly \$32,000 in revenues during the year. Due to the dedication and skill of division personnel, over 1,200 cross connection violations have been identified and corrected since 1989. Brookline's program continues to be a model for the entire state.

In October 1993, the town received \$635,800 in grant/loan funds from the MWRA for the rehabilitation of sewer mains. Although this project is only a part of a larger rehabilitation program planned for the aging sewer system, it is expected that this work when completed in 1994, will reduce infiltration and inflow into the system by about 200,000 gallons per day.

With over 900 water meters to service and read quarterly, the metering and billing staff processed 36,000 invoices for water and sewer service during the year. Using funds appropriated at the 1993 Annual Town Meeting, 42 large compound and turbine meters were purchased for installation by division personnel, as replacements for existing worn-out meters in the system. Tests have shown that the average accuracy of these aging meters is less than 60% resulting in substantial revenue losses.

In June, the Director of the Water and Sewer Division, Andrew M. Pappastergion, was elected to a second term as Chairman of the MWRA Advisory Board. Since 1988, the Advisory Board's budget recommendations have resulted in savings to rate payers of over \$100 million. During 1993, substantial progress was made in obtaining state and federal funding for the Boston Harbor Project providing substantial rate relief to water and sewer customers. This effort will continue in 1994.

It was with great pride that the Water and Sewer Division accepted the Community of the Year Award from the Massachusetts Water Works Association in November. The award is presented annually to one Massachusetts community that demonstrates excellence in the water works industry and is an appropriate tribute to the men and women of the division who make service to the citizens of Brookline their top priority.

Park Division

This has been a positive year for the Park Division. The Park Division Director Paul R. Willis met regularly with the Park and Recreation Commissioners to apprise them of on-going projects and activities.

Bill Ward Park was dedicated on June 13, 1993. Over 100 people were on hand to meet the Ward family members and to enjoy the newly renovated park.

Work on Robinson Park began in July. During the

summer, new play equipment, benches and a street hockey area were installed. Work is scheduled to be completed in mid-1994.

The John E. Murphy Playground reconstruction also began in July. This small neighborhood park on Kent and Bowker Streets will receive a completely new tot lot and basketball court area.

Work on the lighting at Cypress Playground is complete. New towers were installed along with improved foundations. The wiring was completely overhauled.

The Reservoir Park benches were installed in late July. They are now being enjoyed by the scores of citizens who use the one mile walking path around the Reservoir.

At Larz Anderson Park, a Sculpture Walk was developed where 20 artists displayed their creative talents. Held from September 12 to November 8, Sculpture Walk '93 displayed works which reflected a diversity of contemporary materials, styles, subjects, and ideas. The Sculpture Walk '93 was a critical success drawing people from beyond this continent. Jo-Ann Blumsack, Committee Director and the Brookline Council for the Arts and Humanities are to be commended for their efforts in bringing this extraordinary exhibit to Larz Anderson Park.

"Twilight in the Park" sponsored by the Brookline Greenspace Alliance on July 24th featured music, food, and a celebrity auction. Liz Walker of WBZ-TV, a Brookline resident, helped to raise money for Alliance projects.

As a part of the Commercial Areas Committee Projects, 150 wooden flower barrels were placed in Brookline Village, Coolidge Corner, JFK Crossing and Washington Square. Flowers were planted in the barrels by Park crews. Merchants watered the flowers during the summer with the additional assistance of the Park water truck. The barrels were a success. In the fall, geraniums and marigolds were replaced with chrysanthemums and in early December by the evergreen dwarf, Alberta Spruce.



Parks General Foreman George Barlow, assisted by John Walsh and Tina Reardon, prepares the commercial areas' barrels for the holiday season.

An agreement was negotiated with the Holiday Inn to take over the maintenance of the planting beds on public property at Beacon and St. Paul Streets. The agreement is a part of the continuing effort by the Public Works Department to beautify Brookline's roadways.

In preparation for winter sports activities, the ice skating rink evaporator condenser was replaced and the three compressor units overhauled. Skating programs started on schedule.

Work on a design for a new warming house continues. The Park Director met with the Building Commission to review progress.

On July 28, a plaque was dedicated to Daniel Moroney at Linden Square. Richard T. Leary, Town Administrator praised Dan for his dedication to the town. Friends and relatives of Dan Moroney gathered to enjoy refreshments after the formal ceremonies. Flowers and shrubs provided by the Park Division enhanced the beauty of the park.

Regular meetings were held with the Boston Parks Department to coordinate plans for rebuilding the bridges which cross the Muddy River and to remove the tall phragmite reeds on both sides of the river bank.

School Grounds

The Park Division continues to provide a high level of maintenance and regular improvements to over 32 acres of landscaped grounds around ten public schools.

The Director met regularly with school officials, students and parents to promote an understanding of the problems associated with the high costs of graffiti and vandalism.

Beautification projects around the schools are being developed with parent teacher organizations as well as neighbors.

The Baker School Playground Improvement Committee met during the year to review existing conditions and plan for a new play structure.

Regular meetings were held with the New Lincoln School Project Team to assure that all long-term grounds maintenance issues were resolved prior to the opening of school in 1994.

Representatives from the Runkle School PTO and neighbors met with the Park Director to develop a timetable for grounds and fence rehabilitation after the roof repairs were completed.

The High School Long Range Planning Committee met with both the School Athletic Director and the Park Director to study improvements to the grounds and the playing fields.

As a result of a careful review of the school grounds play structures, funds for improved play surfaces were requested of and passed by Town Meeting. All school play structures will receive a specially designed wood fiber material. The wood fiber will help to make the ground surfaces more resilient under heavy use.

On September 22, 1993, the Driscoll School

Playground was dedicated after receiving a major renovation. Following a picnic attended by 300 students, parents, and teachers – music, festivities and, appreciations were offered.

The Devotion School Playground renovations began in the fall. New play structures, benches, and

landscaping are scheduled to be installed and be ready in September 1994.

As a part of the Public Works team effort, the Water Division has been assisting the Park Division in snow removal around schools. Special credit is due them for their efforts.

Conservation

The Brookline Conservation Commission is responsible for the administration and enforcement of local, state and federal environmental statutes and regulations to protect public safety and the town's natural resources. The Commission administers the Massachusetts Wetlands Protection Act, the federal Flood Protection Program, the local noise control bylaw and other environmental laws. The Commission conducts environmental surveys and studies including technical reviews of projects involving pollution, flooding, open space management, and environmental quality. The Commission manages conservation areas and restrictions, and develops and oversees the town's Open Space and Recreation Plan. In addition, the Commission seeks and administers grants and coordinates volunteer activities to maintain public open spaces.

Both Lewis Edgers, who served as Chairman from 1987 to 1991, and Philip Leder resigned from the Commission in 1993. The Board of Selectmen appointed Keith Beasley and Barbara Mackey to the Commission. Anne Berlin was appointed as an Associate Commissioner.

After seven years of dedicated service, Dr. Edward Stashko resigned as Assistant Director Conservation to take a new position as Director of Conservation and Tropical Programs with the School for Field Studies. During his tenure, the town acquired two conservation restrictions, completed the installation of a barrier-free interpretive trail at Amory Woods, completed a diagnostic/feasibility study of water quality problems at Hall's Pond, sponsored a water quality study of the Muddy River by Boston University, and improved communications between town departments on environmental matters. John Bolduc was appointed by the Commission as Assistant Director Conservation in August.

Environmental Protection, Wetlands & Floodplains

Under the Wetlands Protection Act, the Commission reviewed permit applications and issued Orders of Condition, Determination of Applicability, and Certificates of Compliance for several

projects including improvements to Putterham Meadows Golf Course. Two enforcement orders were issued regarding the placement of illegal fill near a wetland and discharge of sewage to Sawmill Brook resulting in actions to restore the impacted areas. In the latter case, a break in the sewer system at Hancock Village was discovered which caused untreated sewage to discharge to the brook within the D. Blakely Hoar Sanctuary. Repairs will be effected during the spring of 1994.

The Commission provided information and guidance to developers, financial institutions, realtors and citizens regarding the locations of wetlands and floodplains and the applicability of regulatory requirements. This service helps to guide development away from inappropriate areas. Determinations of floodplain locations under the Federal Flood Insurance Management Agency's flood insurance program were issued to property owners, insurance agencies and realtors.



Selectman Joseph T. Geller and son Jereme accompany Josephine Albrecht, Chair of Friends of Halls Pond, John Bolduc and Paul Willis in a review of Halls Pond.

Both Edward Stashko and John Bolduc participated as members of the state's 401 Water Quality Certification Advisory Committee. The Committee is developing new regulations, to be issued during the spring of 1994, that will affect work within the wetlands. Mr. Bolduc also served as a member of the state's Lake Management Policy Committee which developed a policy on lake and pond management for the Water Resources Commission and worked with the Department of Environmental Management on its Lake and Pond Grant program. Marian Lazar and Susana Lannik participated in the University of Massachusetts's COVERTS Project which provides training on land protection and forestry management.

The Commission worked with the Boston Parks and Recreation Department to begin the development of a program to control the growth of phragmites, the tall reed, along the Muddy River. The technical details of removing the phragmites and replacing it with desirable vegetation must be developed in the context of restoring the historic landscape designed by Frederick Law Olmsted and adhering to environmental laws. The Assistant Conservation Director is representing the town on a working group which is overseeing the preparation of an Army Corps of Engineers feasibility study of improvements to the Muddy River's water quality. To date, \$200,000 has been appropriated by federal and state agencies for the study with the possibility of an additional \$300,000. The study will provide the basis for designing water quality improvement measures.



Winter '93-'94, Leverett Pond

Open Space and Environmental Planning

The Conservation Commission began the arduous task of updating the town's Open Space and Recreation Plan. An Open Space Subcommittee, comprised of representatives from 11 town boards and agencies and the Brookline Greenspace Alliance, was established by the Commission. The subcommittee met throughout the year and held four public hearings to solicit public comments on goals and objectives and open space concerns. A plan is scheduled to be submitted to the state by April 1994.

The Executive Office of Environmental Affairs

announced that \$4 million will be available for land acquisition and renovation of park and conservation areas through its Self-Help and Urban Self-Help grant programs. Several years have passed since such funds have been available. The legislature is currently considering authorization of a \$300 million open space bond bill to finance several open space and recreation programs. The town must have an approved Open Space and Recreation Plan to qualify for these funds.

Betsy Shure Gross, Chair of the Commission, was appointed by the Governor to serve on the Green Ribbon Commission to oversee the centennial of the metropolitan park system and to plan for the future of the system. The Green Ribbon Commission will review and make recommendations on the future of the Metropolitan District Commission which will affect Brookline's open space resources such as Hammond Pond Parkway and Lost Pond.

Brookline was selected by the University of Massachusetts Urban Forest Management Project as the first pilot site for the development of a Geographic Information System (GIS) based street tree inventory. The project is providing services worth approximately \$100,000 in the form of mapping, inventories and training. GIS is a computerized mapping technology that will enable the town to utilize state-of-the-art techniques to manage Brookline's urban forest. The Assistant Director of Conservation worked with the Project to coordinate the gathering of technical information and develop-

ment of a volunteer tree survey program. With the Brookline Greenspace Alliance, an effort to recruit volunteers to perform the survey was begun. An agreement was made with Harvard University's Arnold Arboretum to develop and present a training program for the volunteers. The survey is scheduled to be conducted in June 1994.

Conservation Areas

The Commission maintains 56 areas of conservation land by organizing volunteers and receiving donations and grants. Citizen involvement was strengthened in 1993 when the Brookline Greenspace Alliance established an office and appointed its first executive director.

The Commission sponsored an open space tour in November which took Conservation Commissioners, Park and Recreation Commissioners, and Greenspace Alliance members to areas such as the Holy Transfiguration Monastery, Fisher Hill Reservoir and Putterham Woods. The Commission will sponsor its next tour in the fall of 1994.

Cleanups were held at Hall's Pond and Olmsted Park and natural history walks and lectures were given at the Baker School and D. Blakely Hoar Sanctuary.

Forestry Division



Paul R. Willis, Director of Parks, Forestry and Cemetery Division, and John Bolduc, Conservation Administrator

The Tree Planting Committee met regularly during the year to review all aspects of arboricultural work. The Committee remains committed to the highest levels of tree planting and tree maintenance in Brookline.

Arbor Day ceremonies were held throughout the Brookline School system during the last week in April. Over 500 seedlings purchased by the Tree Planting Committee were distributed to Heath, Devotion, Lawrence and Pierce Schools.

At Baker School on May 7th, 200 students participated in a special tree planting sponsored by the Chestnut Hill Garden Club.

The insect pest, hemlock woolly adelgid (*Adelges tsugae*) has been discovered in Brookline. First reported in Massachusetts in 1989, it can cause mortality in healthy mature trees in two years if not treated. Its identifying mark is the cottony white egg sacs on twigs at the base of evergreen foliage. If discovered, an early April treatment with a product called dormant oil is effective. Only one public space has been found to have the pest. The trees were treated with dormant oil at the appropriate time with good results.

The Tree Planting Committee Chairman, Robert Kramer held meetings at Devotion School to review a maintenance program for the old sugar maples in front of the historic Devotion House. As a result of a cooperative effort, the Tree Planting Committee and the Brookline Historical Society funded extensive pruning and cabling of the trees. The maintenance program is considered a temporary measure. New disease resistant trees will be planted in the same location when the older trees require replacement.

Paul Willis, Forestry Director met with citizens on

Ivy Street to plan for a new street tree planting. Diseased and infirm sidewalk trees were removed to make way for new, vigorous oaks. The neighborhood, represented by Steve Porter and Pam Kellogg, has offered to purchase all the trees necessary to beautify the street.

On May 22nd, in appreciation of Arbor Day and the new planting on Eliot Crescent, a celebration was held at the Little Field Park. Chairman of the Board of Selectmen, Michael Merrill spoke of the importance of planting trees on Eliot Crescent, the only street in Brookline without any trees. Tree Planting Committee member, Hugh Mattison, the primary proponent of the project spoke to the town's commitment to street beautification. The redspire callery pears were hand selected for the street by Director, Paul Willis. All the neighbors, under the watchful eye of Phil Heresko, are watering the callery pears to insure their survival.

The Forestry Director was asked, during the year, to assist the Independent Order of Odd Fellows in developing a "Living Legacy" tree planting program for the streets and parks of cities and towns throughout Massachusetts.

Brookline was fortunate to receive the National Arbor Day Foundation Tree City Award this year. The award is given only when a community meets specific and extensive criteria for tree planting and tree care.

The inventory of Brookline's street trees is off to a good start. Under the direction of the Public Works Commissioner, A. Thomas DeMaio, the Parks and Forestry Division, in conjunction with the Tree Planting Committee, the Greenspace Alliance, the Mass Urban Forest Management Project, and the University of Massachusetts, are identifying all of Brookline's urban street trees. This unique project utilizing the GIS data base will serve as a model for Massachusetts cities and towns in the planning, design and care of urban forest ecosystems.

Special credit for the care and maintenance of Brookline's 50,000 trees belongs to General Foreman, George Barlow. Mr. Barlow, a certified arborist, has worked tirelessly to maintain the reputation that Brookline enjoys as a Tree City, USA.

In 1993, there were a total of 85 removals, including seven in CDBG eligible areas. There were 230 trees planted; 194 townwide and 36 in CDBG eligible areas utilizing 27 species and 5 cultivars. The Community Development Block Grant Committee is commended for its continuing commitment to planting and replacement of the town's trees.

Cemetery Division

The Trustees of Cemeteries met regularly throughout the year with Director, Paul Willis to review cemetery deeds, evaluate trust funds, and establish future objectives. Mary J. Harris was elected unanimously as Chair of the Trustees. The Board welcomed Abbe Cohen as a new Trustee.

As part of the long-range landscape program begun four years ago, flowering cherry trees were planted at the main entrance. The stone wall along Allendale Road was inspected and repaired. Plans were made to repair the chain link fence along the

southern side of the Cemetery.

At the Old Burying Ground on Walnut Street, a new grounds maintenance plan was implemented. Mature trees, some more than 80 years old, were pruned and trimmed. Vines were cut back from ancient markers and leaves were raked out around fence lines. The improved landscape was praised by Chair Mary Harris.

It is regretfully noted that Cemetery Supervisor, John Johnson passed away on August 16. A flowering tree has been planted at Walnut Hills Cemetery in his honor.

TRANSPORTATION

The Transportation Board in October elected Helene Solomon as Chairperson and welcomed William Riley as a new member. The six-member Transportation Board is appointed by the Board of Selectmen, and is charged with the responsibility of carrying out the transportation policy of the Selectmen. Members serve for a three-year term and have statutory authority to adopt regulations, concerning the movement of pedestrians, motor vehicles, public and private transit lines, and goods. The Board meets at least monthly to hear safety concerns of the public or issues relating to the town as a whole. In the past year, the Transportation Board responded to over 90 separate issues at public meetings.

A number of committees were formed to study specific problems including the taxi industry, valet parking, resident sticker parking, and an area-wide traffic study. Seven new handicapped parking spaces were designated to assist the physically challenged in residential neighborhoods. One issue involving the restaurant industry is the use of valet parking. Four additional valet parking spaces were established to assist new restaurants, bringing the total number to six.

In 1993, the town adopted a Transportation Access Plan. The first test of the plan was a proposal to add to 10 Brookline Place West. The access plan facilitated the assembly of data and resolution of traffic issues on an objective basis. The end of 1993 saw the second test with the submittal of a proposal for an addition to a building on Boylston Street. The writing and acceptance of the Transportation Access Plan was a very successful and important action by Town Meeting, working with the Development Committee.

A significant amount of time was spent resolving parking issues in and around schools. Public meetings were held to address student pick-up and drop-off areas, as well as problems with congestion around schools.

Other labor intensive issues being addressed by the Transportation Department and the Transportation Board include the rebuilding of the "Curley Bridge" on the Jamaica Way, the Ten Brookline Place West Access Plan, resident sticker parking, bids for the towing contract, a Town Meeting warrant article to regulate taxi drivers, a proposal to modernize the Beacon Street Signal System, and the Boston College stadium issue. The department also oversaw the installation of new traffic control signals at Walnut and Cypress Street, and the modernization of signals at Cypress, Kendall and Rice.

The State Highway Department, under the Urban Systems Program, modernized the traffic signals at Brookline Avenue/Washington Street and Brookline Avenue/Aspinwall Avenue. That contract is substantially completed. A resident sticker parking program was established in November of 1993, and thus far

four streets have been approved by the Transportation Board. The stickers allow residents to park on the street in excess of the two-hour limit.

Probably the most time consuming issue to be placed before the Transportation Department was the proposal to expand the Boston College Alumni Stadium. After the City of Newton instituted a game day "parking ban", the Transportation Board initiated a parking ban in an area near Boston College that was bordered by Hammond Street, Chestnut Hill Avenue, and Boylston Street. The Highway Department posted signs on all of the streets prior to each game, and parking restrictions were enforced by the Police Department. Compliance was remarkably good as very few cars were tagged, and none were towed. Permanent signs in a much smaller area will be installed prior to the 1994/1995 football season. The Transportation Department monitored each football game and worked with Boston College, Newton, Boston and the State Police in monitoring traffic flow. Problems were resolved at post game meetings sponsored by Boston College. Staff appeared before the Boston Redevelopment Authority to share concerns about the changes in the Boston College Master Plan. The department also prepared 103 sign order requests and 10 pavement marking requests to implement the actions of the Transportation Board.

MBTA service levels continue to be a major concern. The new budget prepared by the MBTA foresees a \$40 million reduction. We have met a number of times with the MBTA and members of the Advisory Board staff and serve on a subcommittee to study the Green Line operation to insure that service will not be impacted because of this dramatic budget reduction. Prior to the new reduced budget going into effect, degradation of the "D" Line Service, resulting in overcrowded cars, was noted and addressed.

The department is working with a consultant to prepare and submit an application for federal funds to upgrade the Beacon Street Signal System. The objective is to achieve an improvement in signal operation, reduce the overall maintenance costs and gain a vastly improved, more reliable and responsible system than the current 30-year-old equipment offers. All traffic signals on Beacon Street between Dean Road and St. Mary's Street will be incorporated into one traffic responsive system. We are also working with the MBTA to enhance the operation of the Beacon Street "C" Line, and to install rubber crossings similar to those installed in Coolidge Corner.

The Director serves as liaison to the Massachusetts Highway Department, the MBTA Advisory Board Committee, and the Joint Regional Transportation Committee.

RECREATION DEPARTMENT

The Recreation Department is grateful to the public for supporting the continuation of all ongoing programs and the addition of many new quality programs. These Recreation programs continue to flourish with increased attendance and enthusiasm. This was made possible by virtue of the conscientious efforts of the staff, other town departments, numerous volunteers and the total dedication of a concerned, active commission whose input had much to do with the results. The seven members of the Park and Recreation Commission care deeply about providing the kind of meaningful leisure time activities, which every member of our community is fully entitled to.



Many Golden Age Club members enjoy the Recreation Department's bowling league.

The R.A.F.T. program (Recreation Activities for Teens), created in 1992 in response to the findings of the town's Youth Steering Committee, continues to expand. Over 500 teens have joined R.A.F.T. A new addition to the many activities offered by the R.A.F.T. program was the opening of the R.A.F.T. Clubhouse, located at the Soule Recreation Center. This Clubhouse offers all R.A.F.T. members a drop-in area with billiards, bumper pool, ping-pong, music, a television room, and homework area. A plea for donations of appliances and furniture from the citizens of Brookline has been very successful. refrigerators, televisions, a stereo, furniture and numerous other

needed items have been donated to the Clubhouse. R.A.F.T. has also continued to conduct many other activities, such as an overnight ski trip to Vermont, ice-skating party, Patriot's football game, and summer trips to amusement parks. Every member of R.A.F.T. has been issued a photo I.D. card, and the \$5.00 annual membership entitles each student to discounted tickets along with a monthly newsletter that is sent directly to them at their homes. Future plans for R.A.F.T. include a computer room with world wide inter-net hook up, expanded R.A.F.T. Clubhouse hours and many new and enjoyable trip locations.

At a time when citizen participation in all aspects of our programs is showing a dramatic increase, we are confident that our flexible programs are moving to meet the recreational interests of the Brookline public. The pool continues to be operated in a safe manner. New or expanded programs have been very successful this year such as: new swim lessons for young children, offered at 12 noon and 12:30 p.m., summer swim team, and the re-establishment of the "fourth day" for the Early Bird Swim program. The Recreation Swim Team, 200 strong, emerged as the champions of the 1993-1994 South Suburban Swim League. The team's undefeated season in league competition was well deserved by this group of fine young people, and is also a tribute to the fine job done by the Swim Team coaches, parent volunteers, and pool staff.

Improvements at the Putterham Meadows Golf Course continue. A lounge area was completed with new furnishings, wall to wall carpet and a T.V. with V.C.R. Also, new patio furniture was purchased, a great addi-



The Recreation "Dolphin" Swim Team, with a record of 7-0, captured the South Suburban Swim League Championship.



Over 100 R.A.F.T. (Recreation Activities For Teens) members visited the new R.A.F.T. Clubhouse, located at the Soule Recreation Center.

tion to the outside decor. The new computerized cash register system is now accessible at the Main Recreation office by modem. Phase II of the Putterham Meadows Master Plan, (drainage, cart paths and irrigation controls), has been already bid and construction documents have been signed. The completion of this phase of construction will be completed in 1994. The timing of this work has been calculated with special attention being given to minimizing disruption of play during the height of the golfing season.

Programs for the senior citizens and membership in the Brookline Golden Age Club were expanded. New and popular activities included: a Senior Shopping Bus to neighboring malls, line dancing, armchair travel, table games and activities held at the various senior housing developments. Ongoing activities include monthly meetings with entertainment and special events, plus the always popular day trips in the spring, summer, and fall.

Many programs are operated by the department at the main gym facility. Over 500 children participate in the Youth and Travel Basketball League, Jr. Wrestling, Mini-Camp, and tap and ballet classes. The Men's Senior Basketball League, badminton, informal basketball, and indoor tennis round out the main gym programs.

New programs have been added at the Soule Recreation Center, including ceramic classes, dancing, kids' crafts, and the R.A.F.T. Clubhouse. After being leased to outside agencies for the past three years, the Soule Center is once again thriving as a town recreation center. Transformation of the Soule Center would not have been possible without the collaborative effort of many town departments. The staff and patrons of the Brookline Recreation Department are thankful to all who assisted with this most important endeavor.

Tennis, both indoor and outdoor, continues to grow in popularity. It is especially rewarding to see the

youth program reach such a height of success. Resurfacing and addition of new light fixtures at the Waldstein Park tennis facility will enhance the entire tennis program. Use of tennis buttons, with a fee, to play on hard surface tennis courts was eliminated by the Commission, thereby allowing all Brookline residents to play on the outdoor courts free of charge. Although space prohibits mentioning each program, this report should include a brief word about our very successful Summer Day Camps, which service approximately 350 youngsters who actively participate in free play, arts and crafts, apparatus play, swimming, music, and sports. Other programs added in 1993 included open gym at Heath and Devotion schools, Friday evenings and Saturdays; a shuttle bus from all the grammar schools to the

main gym and pool, skating rink, Soule Recreation Center, and Heath and Devotion Schools on Friday evenings; a girls division in the Jr. Wrestling program, and the new girls' softball league.

Dr. Matthew Pantera, Director of Recreation since 1989, left the Town of Brookline to take a position with the City of Marlboro. Dr. Pantera's dedicated service resulted in major improvements to both recreation facilities and programs. His management style resulted in revenue enhancement and a business-like approach that will serve the citizens of Brookline for years to come. Dr. Pantera's replacement, as Director of Recreation, will be appointed in early 1994. During the transitional period the Selectmen appointed Robert T. Lynch as Acting Director of Recreation. Mr. Lynch has continued to maintain the highest level of quality in all of the department's programs, and has tried to focus in on the needs and desires of the citizens of the town. The Recreation staff and Commissioners are proud of our varied accomplishments, and look forward to working with the Selectmen, committees, and general public during the coming year to fulfill the recreational needs of the residents of our community.



Winter '93-'94 at Larz Anderson Park

PUBLIC SCHOOLS

The Students and The Schools

Eight K-8 elementary schools feed into Brookline High School. As of October 1, 1993, there were 5911 students enrolled in the Brookline Public Schools in grades kindergarten through twelve; 4259 in the elementary schools and 1652 at Brookline High School. Over 600 of these students require help with their English, either in the English as a Second Language Program (ESL) or in a Transitional Bilingual Education (TBE) program. These students represent 35 language groups, with Hebrew, Chinese, Japanese, Russian and Spanish accounting for over 75% of these students. Of the total school-age population, 30% of the students are from homes where English is not the first language. The nonwhite population of the school is 29%; 13% Asian, 11% African American, and 5% Hispanic. The 1983 Senior Class gift was a set of flags, one for each nation represented by Brookline High School students. There are sixty-five flags.

Today we teach students with a wider range of needs, yet our students continue to be academically successful: a higher percentage of Brookline High School graduates go on to four-year colleges than 15 years ago; College Board scores have increased over the past five years; and Brookline's scores on state curriculum assessment tests in mathematics, science, social studies, and reading are dramatically higher than the state average and considerably higher than communities similar to Brookline.



Lawrence School students grades 1 and 3 in a play called "Really Rosie"

The Staff

Brookline employs more than 500 teachers, counselors, and administrators in its schools. The administrative staff includes three Assistant Superintendents, a Director of Personnel, eight elementary

Principals, a High School Headmaster and Assistant Headmaster, Curriculum Coordinators and Supervisors of the Libraries and Adult and Community Education Program. The activities of the professional staff are supported by approximately 200 civil service personnel.

In September, the Brookline Public Schools welcomed 55 new staff members. The new staff represented a broad range of experience, education and background. This year, Mr. Peter C. Rowe assumed the position of Assistant Superintendent for Administration and Finance. Mr. Rowe's most recent experience was as Deputy Superintendent, Management Services, for the Boston Public Schools.

Ms. Claire W. Jackson has been appointed the Assistant Superintendent for Curriculum and Instruction. Prior to coming to Brookline, Ms. Jackson was the Department Head for Foreign Languages at Newton South High School.

Ms. Lynne W. Stinson has been appointed Principal of Lawrence School, the third principal in the school's history. She was recently employed by the Cambridge Public Schools as the Coordinator for the Follow Through/Magnet Program.

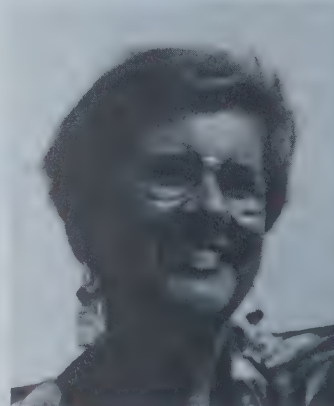
One of Brookline's strengths is the recognition of



Peter Rowe



Claire Jackson



Lynne Stinson

the need to plan for the future. The school system has developed, with community input, excellent curriculum renewal efforts in mathematics, science, and social studies. It also has a five-year plan to put the school system on the cutting edge in technology. Below are listed some program highlights for 1993-94.

The American Council of Learned Societies (ACLS) Project In September, 1992, ACLS funded a national curriculum development and dissemination project designed to improve the teaching of the humanities in public schools. Four sites were chosen which linked public school districts with a research university. The ACLS project is now beginning its second year with the Brookline/Cambridge/Harvard project the only site selected to receive continuation funding.

Humanities Curriculum Development Teams have been formed in Brookline (four teams) and Cambridge (four teams) with each team composed of four to six public school staff working with middle school students (Grades 5-8) or high school students (Grades 9-12) in English and/or Social Studies. A member of each team was designated the ACLS Teacher/Fellow. The Teacher/Fellows participate in a weekly humanities seminar at Harvard University and lead the curriculum development efforts of their teams.

Brookline's Teacher/Fellows, teams members and their curriculum topics are:

1. Grade 5, Social Studies

Teacher/Fellow: Esther Kattf, Devotion

Team Members: Carol Daddazio, Heath; Deanne Dixon, Runkle; Norm Finklestein, Devotion; Sandra Levi, Driscoll; Greg Tolly, Devotion.

Curriculum Topic: *Ancient Civilizations*

Ms. Kattf and her team are developing a new Ancient Civilizations course for Grade 5 Social Studies which focuses on ancient Hebrew civilization and ancient India with a special emphasis upon their contribution to world history and civilization.

2. Grade 6, Social Studies

Teacher/Fellow: Richard Young, Pierce

Team Members: Nona Bock, Pierce; Judy Botsford, Runkle; Judy McCarthy, Driscoll; Barbara Scotto, Driscoll; Diane Straton, Runkle; Carol Mellet, Lincoln.

Curriculum Topic: *Social Studies Curriculum Reform*

Mr. Young and his team will continue his curriculum development and writing to reform Grade 6 Social Studies focusing on Rome, Europe, and China during the Middle Ages and Renaissance eras and will develop materials on the rise of Islam and on African kingdoms.

3. English Department, Brookline High School

Teacher/Fellow: Eileen Reynolds

Team Members: Beth Thompson, Nicky Bailey, Sorel Berman, Mary Burchenal, Nancy Gutman, and Maureen Turley.

Curriculum Topic: *Crossing Traditional Boundaries: Pairing Texts for Secondary English*

Ms. Reynolds and her Team will develop curriculum materials which focus on pairing disparate literary texts. Her project intends to promote greater access to literary texts and stimulate students and teachers to explore how seemingly disparate works of literature inform and illuminate each other.

4. Social Studies Department, Brookline High School
Teacher/Fellow: Renee McKinney

Team Members: Linda Markell, Polly Atwood, Jonathan Landman, Patti Manhard, Richard Goldberg, and Debbie Quitt.

Curriculum Topic: *Women in the Middle Ages and Enlightenment: A Curriculum for Secondary Social Studies.*

Ms. McKinney and her team will develop curriculum materials on women's lives in the historic periods beginning with the Middle Ages through the Enlightenment. Primary attention will be given to European women but at least one set of materials will address the lives of women from another geographic area.

Gifted and Talented Program

Brookline's Gifted and Talented program is a system-wide initiative to meet the educational needs of academically advanced and intellectually gifted children. Generally, students are recommended for the program by their classroom teachers. In each of the elementary schools a part-time Resource Teacher, supported by the Curriculum Coordinator for Gifted and Talented, provides help in planning activities, designing instructional materials, and direct classroom teaching support.

Building upon the conceptual understandings taught within the content subjects, the program uses the regular classroom curriculum as its base. In addition to in-class support, short-term pull-outs are conducted for students in Grades 4-6. The Gifted and Talented program is also a valuable resource for all elementary students as elements of its curriculum are continually integrated into the regular curriculum.

The Gifted and Talented program has recently been awarded a Dwight D. Eisenhower exemplary program grant from the Massachusetts State Department of Education to support a special project-Students, Scientists and Optics. This grant will support a special project April/May, 1994 for Grade 5 students at Lincoln, Devotion, and Pierce Schools. The students will work with teachers, the Curriculum Coordinators for Gifted and Talented, the Curriculum Coordinator for Elementary Mathematics, scientists from the Museum of Science, and Polaroid on optics related activities. The students will be challenged to create an optical sculpture using light patterns. The project culminates with a symposium in April.

A National Endowment for the Humanities Institute

The School Department recently received notification from the National Endowment for the Humanities that their proposal, "Between Writer and Reader," was funded for \$140,000. The Brookline Public Schools will conduct a humanities institute from January 1994 to June 1995 for 32 K-12 teachers from eastern Massachusetts. One-third of the teachers selected will be from the Brookline Public Schools. Ms. Naomi Gordon, Language Arts Curriculum Coordinator, is the project director, and the institute's faculty includes teachers from Brookline and scholars from Brandeis, University of Massachusetts (Boston) and Simmons College. The centerpiece of "Between Writer and Reader" is a four-week summer program during July 1994 to be held at Brandeis University. The institute has three goals:

1. To show how short fiction and poetry become more meaningful and accessible as readers come to understand the ways in which they are invited to participate in it;
2. To show how a meaningful reading of a literary work derives both from recognizing the artist's choices about voice, structure, relationship with the reader (in short, rhetoric), and from the reader's creative intelligence in responding to those choices; and
3. To use an examination of selected literary works to develop a pedagogy that will deepen and enrich the study of the humanities for the institute participants and for their students by making them more active, more creative, and more confident readers.

This project builds upon and extends two other NEH Institute grants to the Brookline Public Schools, "The Writer's Eye" (January 1990 - June 1991) and "Connections" (January 1988 - June 1989).

Facilities Repair and Renovation

Brookline High School has long been considered the hallmark of Brookline's commitment to the education of its youth. First built in 1922 on the present site; later additions were constructed in 1932, 1938, 1949, and 1965. Except for modernization of the science wing in 1988, and urgent upgrades to the life/safety systems in 1992, no major renovations have been made in the past 29 years. Members of the School Committee working with parents, teachers, citizens and the architects have identified the following needs as critical to the future of BHS:

- Replacement of heating, electrical, and plumbing systems; modifications to bring physical facilities in conformance with current federal, state, and town building codes;
- Enlargement of the Library/Media Center to make it the "information center" of the school;
- Integration and upgrade of communications and

computer systems for the support of all educational and administrative programs and procedures;

- Development and modernization of specialized facilities to support programs such as Performing Arts, Career and Vocational Education, and Physical Education/Athletics; and
- Provision of a clear front entrance and easily accessible administrative offices.

A feasibility study is to be completed in May 1994. The next step is to seek funding for design and construction documents. These documents will be brought to Town Meeting for funding which could allow construction to begin in September of 1995.

In keeping with the School Committee's direction to put more resources into repairing, restoring, and maintaining physical facilities, School Department and town staff have been busy with multiple projects these past two years. In addition to construction of the new Lincoln School, many other projects are ongoing or have been completed. Following are some highlights of the construction and maintenance activities in the schools:

- Completion of a gymnasium at Driscoll;
- Roof replacement with major asbestos abatement at Baker School;
- Boiler replacements at Devotion, Lawrence, and Baker Schools;
- Repair, replacement, and upgrades to fire alarm and sprinkler systems at Brookline High School; and
- Roof replacements at Runkle, Lawrence, and Heath Schools.

Twenty-five year-old "temporary" portable classrooms are finally scheduled to be replaced in a major project slated for the Heath School. This project, which is presently in the design development phase with Leers, Weinzapfel and Associates, will also make the Heath School handicap-accessible, bring mechanical systems up-to-date, and replace the long out-of-date science classroom. With Town Meeting approval for funding, construction can begin July 1994.

Meanwhile, the new Lincoln School project, while delayed in delivery, is still proceeding within budget. The project has been approved for state reimbursement of 60% of construction costs which will be paid back to the town over an extended period beginning next year. We expect Lincoln students to be moved into their new building this spring, just in time for Heath students to take up temporary residence in the old Lincoln building while construction proceeds at Heath School.

Massachusetts Education Reform Act, 1993

The Massachusetts Education Reform Act of 1993

has many components. In addition to changing the way the state funds public education, the Act also prescribes changes in local school governance. It redefines the roles of school committees, superintendents, and principals, and it calls for the establishment of school councils at all elementary and secondary schools.

The Act stipulates both the composition of the council and its responsibilities. Councils must consist of the principal, teachers, school parents, and other community members. High School councils must also include at least one student. Although the number of council members is up to local discretion, the number of parents must equal the number of teachers and the principal. Teachers are chosen by their peers, while parents are selected in elections organized by the PTOs. Community members are recruited by the principal. The councils are co-chaired by the principal and an elected council member, and all council meetings are open to the public.

The primary responsibility of the school council is to assist the principal in four areas: the identification of educational needs; the setting of educational goals; the review of the school budget; and the formulation of a school improvement plan. Under the law, each school improvement plan must be submitted to the school committee annually for review and approval. All the school councils in Brookline are up and running. Councils have been meeting monthly since October, and council chairs from all the schools have met formally with Dr. Walsh. The councils are currently in the process of carrying out an educational needs assessment for their individual schools, using a variety of methods, including surveys and focus groups. Of primary concern is the issue of school funding, and council members are grappling with the question of how to effectively implement a school improvement plan in the face of decreasing financial resources.

Brookline Adult and Community Education Program

The Brookline Public Schools' Adult and Community Education Program, the largest non-credit public education program in Massachusetts, has expanded the concept of learning throughout the Brookline community and beyond.

Offering a curriculum of over 400 courses in addition to special and on-going civic projects during the fall, winter, spring and summer, the program has grown to over 16,000 enrollments. The program provides courses for adults, school children and senior citizens, and introductory language training for new residents.

A broad menu of adult courses which reflect community interest in global affairs such as Chinese, Japanese, Russian, French, Spanish, Arabic, and world affairs, global investing and ethnic music, dance and cooking are offered regularly. Courses which focus on issues of philosophical and spiritual

awareness and reflection also respond to active community interest.

Each term, regular program offerings include humanities, music, dance, exercise, arts, business, and investment on varying levels. The highly qualified instructors are drawn from Brookline and neighboring towns, and include artists, entrepreneurs, skilled craftspeople and professional educators.

Throughout the year, the Brookline Adult & Community Education Program sponsors a number of special events: such as the *Issues in Social Justice Series* and *Evenings with Distinguished Persons*.

The Brookline Adult & Community Education Program also presents musical events and concerts. In celebration of Black History Month, the fifth annual Gospel Jubilee, held at the United Parish Church in Brookline, featured four outstanding gospel groups from the Greater Metropolitan area. This year's sold out performance was attended by over 900 people.

Ongoing cosponsored courses with various town agencies, such as the Council on Aging, Brookline Community Mental Health, the League of Women Voters, and the Brookline Public Library continue to be mainstays of the Program.

Over this past year, BA&CEP has made continued progress in reaching out to people with disabilities, most notably with pre-GED courses for the hearing impaired community. Brookline Rotary has generously donated a Loop system, a personal hearing-enhancement device to aid the hearing-impaired in BA&CEP classes. In March, 1992, the Brookline Public Schools and BA&CEP formed a collaborative partnership to provide recreational, social and educational opportunities to students with moderate to significant developmental delays. Through Project WINS, a four-year grant, students are encouraged to pursue their interests in adult education classes. This year many of these students have enrolled in driver education, and a variety of cooking, computer and fitness classes. Others have pursued life-long interests in hieroglyphics, voice and acting classes.

With an initial grant from the Brookline Community Fund and generous donations from the Brookline Historical Society and Chobee Hoy; and in cooperation with and cosponsored by the Brookline Historical Society and the Historical Commission, the Brookline Adult & Community Education Program has organized and is coordinating the Brookline Archive of Living History. The goal of the project is the creation of an ongoing, public "living" archive of Brookline history, available for use by the people of Brookline. The materials to be developed in this project will be collected, assembled, and catalogued in the Brookline Room of the main branch of the Public Library. Jean Kramer, BA&CEP teacher, former chair of the Brookline Historical Society and author of Brookline Massachusetts, A Pictorial History was appointed curator of the Brookline Archive of Living History.

Members of Telling Your Story: Senior Seminar in Autobiographical Writing, a Brookline Adult &

Community Education Program course for older citizens co-funded by the Council on Aging, saw the publication of their work in a second volume published by BA&CEP, titled *At the Center for a Life, Volume 2*, and along with photographs and video tapes, was presented to the Brookline Public Library for public circulation and viewing. Copies of the book are available from the Brookline Adult & Community Education Program at \$15 each. Proceeds go towards the publishing of further works.

Through its proud tradition of public schooling, the "business" of Brookline has always been education. The Brookline Adult & Community Education Program has built on this tradition, expanding the concept of public, community education to serve the many different constituencies which make up the Brookline community. Our goal is to continue to bring the community together in its essential work-education for the improvement of the quality of life for all its members.

LIBRARY

General

1993 was a year of transition for the Public Library of Brookline. The new Town Librarian, James C. (Chuck) Flaherty, began his tenure on January 11. His attention immediately turned to the budget, both in terms of managing the remainder of FY-93 and justifying the library's requests for FY-94.

FY-93 broke a string of five successive increases in annual circulation. While there is no one reason for this decrease, the Trustees believe that four consecutive cuts to the annual book budget could have been a major factor. The FY-94 budget which took effect July 1 included a 3% increase for library materials; and as the year came to a close, we are pleased to report that circulation was once again on the increase.

The FY-94 budget also had an impact on staffing levels. The retirement of Emily Farnsworth, Librarian II at the main library, created a vacancy which the town did not fund due to budgetary constraints. The Selectmen did agree to increase the budget for part-time employees as a means of providing adequate staffing at our busiest times.

The library increased its efforts to recruit and utilize volunteers throughout the library system. Since the

ings of Brookline and the six other libraries in the Metro Boston Library Network from their home or office. In July, the library began to provide centralized electronic cataloging services to the other members of the network. This not only improved efficiency for all participants but also resulted in a savings which was reallocated to improve services to Brookline patrons.

The Brookline Library Music Association held six concerts in 1993, including a special celebration for Black History Month. The "Telling Tales" series continued with ten monthly programs featuring readings by such notable authors as Hillel Levine, Anne Bernays and Leslie Newman.

Trustees

In July, the Trustees established a committee charged with the development of a three to five year long-range plan for submittal to the Board. This seven person committee includes two Trustees, a Selectman, representatives from the Friends of the Library and staff, as well as two library users. The committee will study demographic and usage data and make comparisons to similar libraries in other communities. A carefully constructed survey concerning library services will be conducted to obtain broad input into this important process. The committee hopes to complete its work by mid-1994.

The Trustees continued their fundraising efforts in 1993. The community's generous response to this year's annual appeal resulted in over \$20,000 for the library's endowment. In addition, the library received a major bequest from Mildred Bent, an artist who spent most of her life in New York. Miss Bent was born in Brookline and lived here in the early 1900s until about the age of 13. The income from this gift will be used to purchase additional books and improve library services in a number of areas.

Children's Services

In July, a number of changes were made to improve service to children. Hours in the main children's room were increased by keeping the room open until 8:00 p.m. Monday through Wednesday evenings. The Trustees hope these new hours will make it more convenient for working parents and their children to benefit from library services. Story hours were also resumed at the Putterham branch library after several years' hiatus. Trust fund income was used to establish a collection of quality video tapes for young children at all three libraries.



Ida Stone, Doris McDonald, Dolly Lancaster and Ragna Spitzer of the Southern Brookline Garden Club.

program began last spring, over seventy people have submitted volunteer applications and sixty have been placed. Volunteers have shelved books, stamped cards, helped at the Information Desk, and performed a wide range of other tasks. As a community service project, in October, the Southern Brookline Garden Club assumed responsibility for the care of the plants at the main library. The Club hopes to expand this project to the Coolidge Corner and Putterham branches in 1994.

The library increased its reliance on technology as a tool to improve library service in 1993. Patrons with a computer and modem may now search the hold-



Torah Academy Preschool visits the Coolidge Corner Branch Library

Capital Improvements

The Town's Capital Improvements Program funded several major projects in 1993. Both the main library and the Coolidge Corner branch had repairs done to the exterior brickwork. At Coolidge Corner, the roof and central skylight were replaced. These projects were 98% complete at year's end. In November, Town Meeting approved \$100,000 to complete the library's conversion to a fully automated online catalog, and \$10,000 to plan necessary improvements to public service areas. These projects will be completed in 1994.

Branches

Circulation at the Coolidge Corner branch library increased in 1993. Usage was up across the board, but the greatest growth was in use of the Chinese language collection. A series of programs held in October to celebrate the growth of this collection drew more than 310 patrons to the branch. A similar series of programs was held at the main library for members of the Russian speaking community.

In December, Jerry Cirillo, Coolidge Corner branch library supervisor for the past seven years, announced his resignation to accept the position of director of the Lincoln Public Library. Mr. Cirillo's hard work and dedication will be missed. In November, Julie Rines, Putterham branch librarian, left to assume a new position as supervisor of children's services at the Quincy Public Library. In December, the Trustees appointed Elaine Mahoney, formerly branch librarian at Framingham Public Library, to replace Ms. Rines.

Friends of the Library

The Friends continued to provide tremendous support throughout 1993. Their contributions included funds for books on tape, new display shelving, support for a series of summer programs for children, and a wide range of other items. The Friends held another in a series of annual book sales at the main library in October. They also continue their weekend

sales at the main library. Starting in December, the Friends implemented a monthly booksale at the Coolidge Corner branch library. Information on this important organization is available at all three libraries.

Schools

The Town Librarian met several times in 1993 with representatives from the Brookline School Department. A plan was developed to increase school/public library cooperation in the years ahead. This plan includes regular meetings between school and public library staff, and annual tours of the library for Brookline school teachers. It is also hoped that all 6th graders can be scheduled for a tour of the library in the upcoming year.

Conclusion

In spite of limited funds, the Public Library of Brookline was able to expand and improve services in a number of areas during 1993. The Trustees and staff remain committed to do all they can to continue to provide the Town of Brookline with the best public library service possible.

PLANNING AND DEVELOPMENT

Planning Board and Department

Organization And Function

The Planning Board is a five member citizen committee appointed by the Board of Selectmen to serve in an advisory capacity on town planning and community development issues. Catherine Cagle was appointed to the Board in 1993, replacing Clifford Cohen, who resigned due to a job relocation. Herbert Shivek continued as chairman and Robert DeVries as clerk. Robert DeVries also represented the Board on the Project Senior Center Advisory Committee, as did Dixon Bain on the Housing Advisory Board, and Jerry Kampler on the Open Space Committee.

The Planning Department serves as staff to both the Planning Board and the Board of Selectmen. The department, with six full-time professional planners plus the Housing Rehabilitation Office, is administered by Planning Director Jay Woodward, who is appointed annually by the Board of Selectmen. Sara Wallace continued as Special Counsel, providing legal and technical advice, particularly for the federal CDBG and HOME programs and for state and federal open space grant programs, and serving as the primary liaison with federal and state officials. Clerical support is provided by Senior Secretary Linda Hickey and CD/Rehab Secretary Derick Yung.

Jay Woodward continued as Brookline's representative on the Metropolitan Area Planning Council, serving on the Council's Executive Committee. He also continued to serve on the Massachusetts Environmental Affairs Secretary's Technical Advisory Committee on the statewide Comprehensive Outdoor Recreation Plan.

Zoning and Development Review

The number of Board of Appeals cases reviewed by the Planning Board is often a good indicator of the economy. Sixty-eight cases were reviewed in 1993, compared to 61 in 1992, reflecting a gradual improvement in the economy. Design review of signs, awnings, and facades increased significantly in one year from 67 to 92, bringing the total caseload up from 128 in 1992 to 160 in 1993. Senior Planners Polly Selkoe and James White researched the zoning cases and represented the Planning Board at Board of Appeals hearings. Senior Planner Ty Zeigler prepared the commercial design review cases and presented them to the Planning Board.



Example of Awning Design Review



Example of Sign Design Review



Facade Restoration in Coolidge Corner

The most significant development proposal reviewed by the Planning Board in 1993 was a 114,000 square foot addition of office space with over 200 parking spaces at 10 Brookline Place West (Hearthstone Plaza) and partially over the MBTA air-rights. Other proposals included the conversion of an old three-family residence at 76-78 Sewall Avenue into a short-term resident lodging house for families of cancer patients being treated at local area hospitals.

A new construction proposal for an addition of 82,600 square feet of retail and office space at 1234-1244 Boylston Street commenced the design review process in October, anticipating Board of Appeals review in 1994.

In February 1993, the Planning Board adopted design guidelines for Brookline Place/Village Square and Chestnut Hill, which had been proposed by the Development Committee and modified through citizen input at Planning Board public hearings. These guidelines have been found extremely useful by developers and architects of potential projects. Additionally, the Planning Board chose a Design Advisory Team of architects and landscape architects for the two major impact projects it reviewed — 10 Brookline Place West and 1234-1244 Boylston Street. Substantial improvements to the initial designs of both buildings were the outcome of this new element of the design review process.

Design review of signs, awnings and commercial facades, an important responsibility of the Board, saw an unusual jump in activity this year in all commercial areas. Attractive signs in Coolidge Corner included Bazaar International, The Kitchen Shelf, Enzo Ristorante D'Italia, The Hoffman Companies, and Century 21. In Brookline Village, new signs included Cafe Du Village and the adjoining Chobee Hoy Associates R.E., Inc., as well as the Shalom Hunan restaurant. Other distinctive signs

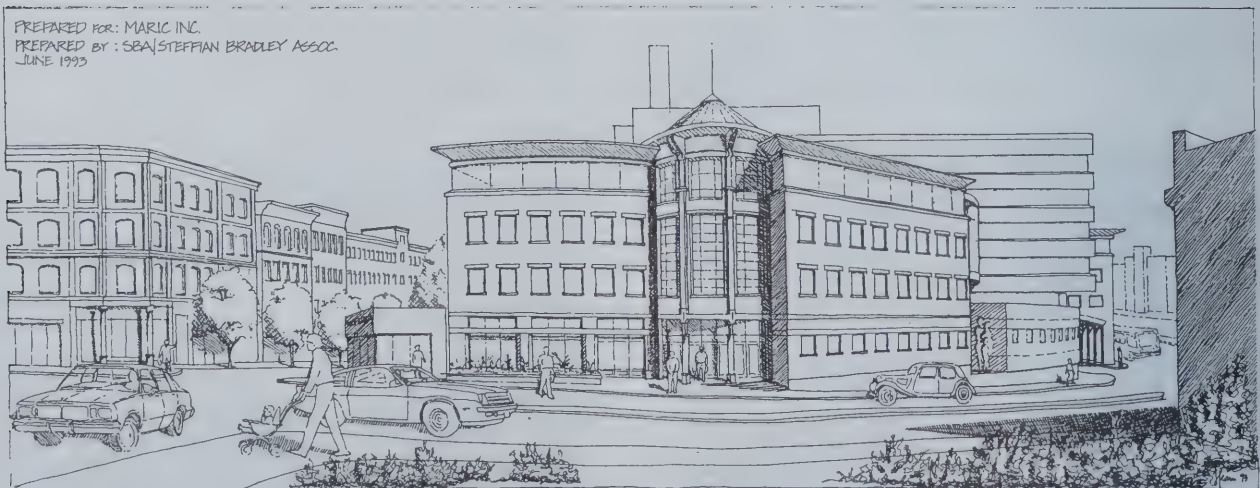
were Roger Appleyard Antiques in Chestnut Hill and La Famiglia Georgio's in the Lower Beacon Street area. Facades of interest were reviewed for 750 Commonwealth Avenue and 238-252 Harvard Street.



New Business on Lower Beacon Street

Development Study

The Planning Department also serves as staff to the Development Committee, which was appointed by the Selectmen in 1989 to explore ways to encourage development growth in the town in order to increase commercial property tax revenue. Senior Planner Polly Selkoe provided technical information to the Committee and the consultant; scheduled, advertised and recorded minutes of all committee meetings, subcommittee meetings, and neighborhood task force meetings; and responded to inquiries from the general public about the work of the Development Committee. Additionally, the Planning Department supervised the work under the \$25,000



10 Brookline Place West – Expansion Project

grant from the Executive Office of Communities and Development, which was completed in June. The results included several zoning recommendations as well as two reports by the consultant - a fiscal analysis of new development and a parking analysis. Additionally, as part of that contract, the Planning Department staff organized and held a workshop for potential commercial developers and for other cities and towns about Brookline's new development policies and procedures.

Zoning Amendments

A variety of technical zoning amendments were submitted to the fall 1993 Town Meeting by the Planning Department, including amended setbacks for uncovered porches or decks in front, side and rear yards.

Also, the Development Committee, with the support of the Planning Board, submitted a comprehensive package of zoning amendments. Two of the four areas proposed were passed at the fall Town Meeting for the Boylston Street corridor (between Cypress and Washington Streets) and for the Commonwealth Avenue corridor (between Essex and Pleasant Streets). These zoning changes will provide an impetus for future new development in these areas.

Community Development Block Grant Program

This year the Community Development Program reached an all-time high in the number of programs assigned funding. Thirty-one programs received funding from a \$1.49 million allocation. The Council for Planning and Renewal's CD Committee was able to expand funding in several program areas, namely housing, parks, and public services. Under the guidance of Co-Chairs Marian Parker and Sidney Weinberg, this citizen's advisory group reviewed requests well beyond funding allocated and prepared program recommendations which supported proposals to assist people. Meeting the statutory objectives of the grant, these funds will assist primarily those of low and moderate income to improve the quality of

their environment, whether it is social, economic, housing or physical. C.D. Administrator Gail M. Lewis continued to oversee the daily administration of the grant, while providing technical assistance to the Committee and recipients on block grant regulations and requirements.

Design consultant John Furlong and Senior Planner Ty Zeigler continued to work on the design of CD eligible parks: Knyvet Square, Olmsted/Riverway Parks, and Devotion Playground. Robinson and Murphy Playgrounds are near completion, and dedications are anticipated in the spring.

Housing Policy Planning

Housing policy planning has become a more significant function for the Planning Department because of two recent programs. First, the new National Affordable Housing Act (NAHA) mandates that a municipality have a HUD approved Comprehensive Housing Affordability Strategy (CHAS) in effect before it can apply for federal funds through a number of HUD housing programs. To be eligible for Federal HOME funds, Brookline has formed a consortium with Newton, Waltham, and Watertown. This group prepared a consortium-wide FY94-FY99 CHAS and an FY93 HOME program description, both of which were approved by HUD. Senior Planner Robert Leigh has been in charge of the CHAS preparation based on policies and priorities recommended by the Housing Advisory Board.

The second program is the review of the affordable unit set-aside applications authorized by recent amendments to the Rent Control By-law. These applications must be reviewed concurrently by the Housing Advisory Board (HAB) and the Planning Department prior to contracts being submitted by the Rent Control Board to the Board of Selectmen for approval and execution. Senior Planner Leigh also handles this function within the department and serves as staff for the Housing Advisory Board on this and other issues as well.

Housing Rehabilitation Programs

The Housing Rehabilitation Office (HRO) has provided low cost loans, rebates, and grants to low and very-low income property owners and their tenants throughout the town for seven years. Program Coordinator Bruce Genest has managed a wide variety of programs, including locally allocated CDBG funds, to provide financial assistance to eligible applicants. Raymond Therrien was hired in June as the new Rehabilitation Specialist, working directly with applicants and their contractors. Sara Wallace provided legal assistance on all applications.

The HRO, utilizing the CDBG Revolving Loan Fund, provided financial assistance to complete repairs and substantial improvements in 13 units during 1993, with total public and private investment exceeding \$122,000. In addition, two households (4



William "Billy" Ward Playground



Rehabilitation and Historic Preservation



Rehabilitation of Low Income Lodging House

units) were funded with low interest loans totaling \$40,000 and are now approaching completion.

The HRO was also able to provide financial assistance to three low income families under the CDBG funded First-Time Homebuyer's Program. Approximately \$40,000 of CDBG funding was used to assist these Brookline residents to purchase affordable housing. The town provided gap financing (down payment assistance) between the selling price

of the unit and the amount of the first mortgage. The town secured all loans with second mortgages, repayable upon sale or twenty years, whichever comes first. The borrowers must keep their new home as their primary residence throughout the term of the loan.

The Rental Rehabilitation Program (RRP) completed two projects and provided \$28,400 in financial assistance with an additional \$14,000 of owner cash. The completion of these two projects represents the last RRP funding available to the town. Since 1986 the town, through the HRO, has provided \$339,000 in RRP funding totaling more than \$680,000 in rehabilitation to Brookline property owners and their tenants.

During 1992, the town had joined a consortium of local communities in applying for federal funding under the new HOME Program. The HRO began operation of the Down Payment Assistance Program (DPAP) for first-time homebuyers. As of the end of 1993 the HRO closed seven loans totaling \$167,000 of HOME funding. These no interest, 20-year deferred repayment loans allowed seven low income families the opportunity of affordable home ownership in Brookline.

In addition to the benefits of affordable permanent home ownership for low income families, the HOME financial assistance leveraged more than \$575,000 of private financing and borrower contributions.

Capital Improvements Program and Technical Services

The Planning Board has continued the Capital Improvements Program process, reviewing proposed capital expenditures of town departments and evaluating them in terms of priorities, fiscal impact, and relationship to the Comprehensive Plan. With funds more scarce than ever, the Planning Board established the Capital Needs Assessment program as a top priority, so that preventative maintenance can be undertaken before repair costs escalate. The Board has worked closely with the Town Administrator who now includes the Capital Improvements Program within his annual Financial Plan which he submits to the Board of Selectmen.

As in previous years, the Planning Department has provided technical and design services to many town agencies, citizen groups, and individuals. Department staff attended more than 200 evening meetings during 1993.

Housing Advisory Board

The membership of the Housing Advisory Board changed only slightly over the past year. Roger Blood remains as Chairman of the HAB and Valerie Zimmer as Vice-Chairman, but Timothy Sullivan has replaced William Costin as the Rent Control Board member of the HAB. Mr. Costin resigned in late 1993 after serving on the HAB for more than six years, and the HAB

wishes to extend its gratitude to Mr. Costin for his long and fruitful service as a member of the HAB.

Developing a workable housing policy for the town and providing affordable housing to qualified residents are still two of the most important issues facing the town today. The Housing Advisory Board, established by Town Meeting in 1987, has a long-term



Condominium Units Purchased through the Town's First-Time Home Buyers Program

advisory role in developing affordable housing policy and planning, implementing and monitoring housing programs. The passage of Article 1 by Town Meeting and the subsequent changes in Articles 38 and 39 of the Town By-laws set in motion a number of policies and procedures which have had a direct bearing on the supply of affordable housing in the town. The Housing Advisory Board is now directly involved in ensuring that affordable housing is provided to income-qualified residents of Brookline.

Under the set-aside provisions found in Sections 4 and 5 of Article 39, a rent controlled property containing ten or more units (Class 1 Building) can be decontrolled in exchange for a 20% set-aside of affordable units. The HAB suggested both criteria and methodologies to implement the final procedures and requirements for this program, and under new Rent Control Board regulations, reviews and comments to the Director of Rent Control on all applications submitted under these sections of the town's by-laws.

This set-aside program has been enormously successful. At present, 51 buildings have been placed under set-aside contracts with the town, and more than 300 units of affordable housing have been set aside for the next 20 years.

Under the linkage provisions of Section 7 of Article 39, whereby a property may be decontrolled by making a linkage payment to the Brookline Housing Trust, the HAB again reviews and comments to the Director of Rent Control on all applications submitted under this section of the By-law. The HAB also

administers this trust, using funds put into the trust from linkage payments and any other sources to promote affordable housing programs, and assists with the development of affordable housing in the town.

Another method of decontrolling a Class 1 building is to convert it to a limited equity cooperative. The bylaw revisions to cover this procedure were submitted to Town Meeting four years ago by the HAB and subsequently approved. These procedures were also updated and incorporated in Section 6 of Article 39 as part of the recent decontrol by-law changes. Under this process, the HAB becomes the negotiating entity for the Rent Control Board, and after meeting with the developer, recommends a cooperative conversion plan to the Director of Rent Control for approval.

The HAB has also been involved in the development and renewal of the Comprehensive Housing Assistance Strategy (CHAS). The town must submit both a five-year CHAS and one-year program to HUD for their approval in order to receive funding for its CDBG and HOME programs. The HAB reviewed the initial draft of the CHAS, held the required public hearings as directed by HUD regulations, took comments, reviewed the final application and recommended its approval to the Board of Selectmen.

In addition to all of the above, the HAB is the Local Partnership Board for the Massachusetts Housing Partnership program and as such is the local contact for all MHP and MHFA housing and grant programs. The HAB has also provided analysis and comments, when requested, to the Board of Selectmen on warrant articles affecting housing issues.

Council for Planning and Renewal

The Council for Planning and Renewal (CPR) has experienced a year of review and reflection after several years of educational forums that were very well received. Current chairman, Abbe Cohen, and officers, Margaret Hurley, Wells Shambaugh, and Jane Pfister, have given leadership to our cause.

This year we began to rethink our mission and our continuing successful series of forums and panel discussions. The council decided to construct a questionnaire to be sent to the total membership that would elicit their views on the needs of the town for

the next twenty years and how the CPR could plan and direct the town to these needs. We are in the final stages of developing this questionnaire.

New faces have joined the Executive Board to help continue to find new ways to accomplish our mission. We welcome new Executive Board members Gulshan Saini and Jane Pfister.

Anyone interested in joining the Council should contact Abbe Cohen, General Chairman, c/o the Planning Department, Town of Brookline.

Metropolitan Area Planning Council

Throughout the year, MAPC has been representing the interests of communities in the region on a number of critical planning issues. In August, MAPC initiated a public information process for review and comment on the Regional Transportation Plan, a long-range planning document that lays out future transportation investments in the region. Working within the Metropolitan Planning Organization (MPO) structure, along with five other agencies, MAPC participated in the development of the plan, mandated by the ISTEA (Intermodal Surface Transportation Efficiency Act) federal legislation. MAPC's involvement in the Regional Transportation Plan resulted in a final draft that was more reflective of local needs.

Other transportation planning initiatives that MAPC participated in on behalf of its communities include coordinating local review of amendments to the TIP (Transportation Improvement Program); the State Implementation Plan (SIP) for Air Quality; and the Program for Mass Transportation (PMT).

MAPC also participated in the federally required reclassification of local roads; hosted an informational forum on the SIP; coordinated and solicited Transportation Demand Management (TDM) and transportation enhancement project development and funding; and participated in an electric vehicle pilot program to demonstrate the viability of alterna-

tive fuel vehicles in Massachusetts.

MAPC's administrative support to the eight subregions continued to provide an important coordinating link between the towns and the region. In 1993 the Inner Core subregion reviewed the Regional Transportation Plan, the Unified Planning Work Program, the Inner Circumferential Transit Proposal, the Blue Line Extension Project, and a number of other planning initiatives currently underway in the region.

As the lead agency for the development of the Overall Economic Development Program (OEDP) for the region, MAPC brought together local officials and the region's business community to develop the OEDP priorities. In January, the Economic Development Administration (EDA) approved MAPC's OEDP qualifying the projects contained in it for public works grants from the EDA. During the year, OEDP project funding by the DEA totaled \$1.8 million.

MAPC's Data Center continued to develop and disseminate information on the communities in the region. Last year the center developed a 1990 census profile of sample data for each community in the region; surveyed and compiled an inventory of vacant industrial and commercial sites for each community in the region; and developed journey to work data and population and age group forecasts for each community.

Brookline Housing Authority

General Information

During 1993, the membership of the Authority was as follows:

Francis M. Moroney, Chairman
Barbara B. Dugan
Leslie B. Fabian
Pamela H. Goodman
A. Christina Wolfe
Brian M. Cloonan, Executive Director

The following programs are administered by the Authority:

Federal Assisted	Units
Walnut St. Apts. 22 High Street 4-42 Walnut Street	Family 72 Elderly 28
Sussman House 50 Pleasant Street	Elderly 100
Arthur O'Shea House 61 Park Street	Elderly 99
Theresa Morse Apts 90 Longwood Avenue	Elderly 99
John W. Kick ham Apts. 190 Harvard Street	Elderly 39
Section 8 Leased Housing	315

State Assisted	Units
High St. Veterans 6-30 New Terrace Road 176-224 High Street 186-218 Chestnut Street	Family 177
Egmont St. Veterans 51-85 Egmont Street 388-348 St. Paul Street 209-221 Pleasant Street	Family 114
Trustman Apartments 7-33 Egmont Street 144-156 Amory Street 337-347 St. Paul Street	Family 50 Elderly 34
Col. Floyd Apts. 32 -40A Marion Street 19-36 Foster Street Ext.	Elderly 60
Condos	2
Mass Rental Voucher Program	223

Information on applications and eligibility can be obtained by writing or calling the Authority's Applications Office at 277-1885 at 90 Longwood Avenue.

For the convenience of the hearing impaired, the Authority's TDD number is 1-800-545-1833, extension 213.

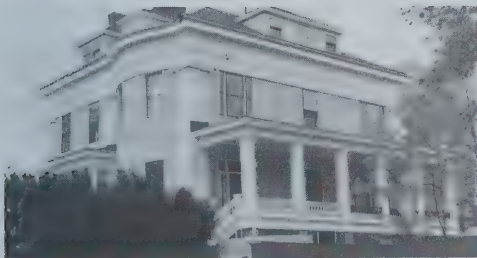
Preservation Commission

The Preservation Commission has seven regular members and four alternates, all appointed by the Board of Selectmen. Commissioners during 1993 included the Chair, Patricia Libbey, Ruth Dorfman, who skillfully led the Commission for many years, Dr. Judith Selwyn, Sheri Flagler, Boquisia Wojciechowska Bucklin, June Richardson, Chobee Hoy, and Maurice Childs, and alternates David England, Joel Shield, and Nancy Yetman. The Commission has been ably guided by the extraordinary professional expertise of the Preservation Planners, Dr. Greer Hardwicke, Carla W. Benka, whose resignation came as a great loss to the town, and her replacement Roger Reed.

The Commission has been designated a Certified Local Government. It fulfills legislated responsibilities, including enforcement of the Historic Districts Bylaw and the Demolition Delay Bylaw. The Commission's other responsibilities are to promote the protection, restoration, and preservation of the town's historical and cultural assets; to encourage a healthy preservation and development climate; and to provide homeowners and other town departments with information on the history of their properties and advice about appropriate restoration practices. These objectives

are accomplished by sponsoring educational activities; through processing historic district and demolition applications; by coordinating the review of these applications with the Building Department and, when necessary, the Planning Board and the Board of Appeals; by offering technical assistance to property owners, developers, and town agencies; and by participating in the environmental review process when the use of federal or state monies may affect a National or State Register property.

A major accomplishment of the Commission was the coordination, production and publication of the Historic Buildings Preservation and Maintenance Study. This study, funded jointly by the town and the Massachusetts Historical Commission, assessed and documented the conditions of each property and developed appropriate preservation and maintenance recommendations, that if followed, will ensure the conservation of these historic buildings. The work of the consultant included site visits, photography, assessment of building conditions, analysis of materials, and written recommendations. This comprehensive and well documented study will serve as an important resource for many years to come and is a model for future town initiatives in the area of building preservation.



Hill-Kenard-Ogden House, now Brookline Music School. Work was begun in restoring this historic structure under the direction of the Mass. Historical Commission and the Brookline Preservation Commission.



6 Wellington Terrace – One of 1993 preservation award winners.

HUMAN RESOURCES

Health Department

Administration

Even in the context of the financial challenges which confront the Department, the installation of a multi-user computer network is viewed as a significant achievement which will improve program operations at present and in the future. By the end of 1993, the Department had six workstations inter-connected through a server and a variety of computer applications are being introduced. It is now a realistic goal that nearly all staff members will be able to directly input inspection results and generate order letters, notifications, and correspondence related to case follow-up.

The Fall Town Meeting adopted a comprehensive Tobacco Control Bylaw which will place Brookline once again in the forefront of local communities in terms of tobacco control measures. In addition to banning tobacco vending machines, the new bylaw will establish 100% non-smoking in Brookline restaurants, take the first steps in restricting smoking in lodging houses, motels, and taxi cabs, and increase the penalties for the sale of tobacco to minors. Tobacco control efforts will be further enhanced by education and enforcement efforts supported by a State grant with funds provided by the \$.25/pack tax increase approved by the voters in the last general election.

Environmental Health Services

During 1993, plans were developed for an Animal Control Program in response to the region's greatest threat of rabies in more than fifty years. Since September 1992, more than 700 rabid raccoons have been found in Massachusetts, including nearly every city and town in the Metropolitan Boston area. While Brookline has thus far been free of rabid animals their presence must be presumed and the potential for human exposure to rabies, a nearly always fatal disease, must be seen as a real threat. It

will again be urged that the proposed program be adopted so that steps can be taken before a public health crisis exists.

While requests for Housing inspections have declined with revisions in the Rent Control program, the Department continued to provide inspections and code enforcement services to the residents of Brookline. Where inspections reveal housing code violations, orders are issued with inspection follow-up and enforcement action as necessary to achieve compliance.

Community Health Services

Substantial progress was made during 1993. All clinic and service protocols were reviewed and revised where necessary and staffing for screening and immunization programs modified to achieve optimum cost-effectiveness. Planning and networking was conducted in areas in need of expanded services, such as women's health and domestic violence. The Breast Cancer initiative offered mobile mammography services and a comprehensive examination was conducted of epidemiological data on more than a thousand cases of breast cancer in Brookline and Newton women.

Advisory Council of Public Health

The Advisory Council, comprised of six unpaid volunteers, continued to provide important policy guidance to the Health Department. Budget formulation, proposed legislation and other Town Meeting issues, needs assessment, and program guidance were areas addressed by the Council. In addition to a regular schedule of ten monthly meetings, Council members appeared at hearings and meetings in support of health program needs, and conducted a public hearing regarding Raccoon Rabies and Animal Control.

Human Relations – Youth Resources Commission

The Human Relations-Youth Resources Commission was established in 1970 as Brookline's official agency dealing in the areas of intergroup relations, civil rights and youth advocacy.

Membership

Membership changes occurring during 1993 included the departure of regular members Sandra Schwartz and Douglas Shatkin as well as associate members Joslin Ham and Detective Keith Maynard.

Appointed to the Commission during 1993 were Stephen Kramer and Beatrice Mikulecky.

Ruth Flaherty and Harold Koritz were re-elected as Chairwoman and Vice Chairman, respectively.

Administration

The Human Relations-Youth Resources Commission staff included Director C. Stephen Bressler and Secretary Ongelita Mockabee-Miles.

Programmatic Responsibility

In addition to his work in community relations the Director is Brookline's Affirmative Action Officer, Fair Housing Officer, Minority/Women Business Enterprise Officer, Contract Compliance Officer, Section 504 Officer, Ombudsman for Cable Television Operations, Project Coordinator of the Holocaust Witness Project and Americans With Disabilities Act Transition Team Coordinator. The Director also staffs the Youth Steering Committee and the Youth Coordinating Committee and serves actively on the Executive Committee of the After the Prom Party Committee.

In the course of implementing the Town's Affirmative Action Program, the Director communicated with department heads and other town staff as well as with federal and state offices and members of various minority communities in Brookline and Greater Boston. Comprehensive Affirmative Action compliance reports were prepared for the U.S. Equal Employment Opportunity Commission (EEOC), U.S. Department of Housing and Urban Development (HUD) and the Massachusetts Commission Against Discrimination (MCAD). The Affirmative Action Program has resulted in the participation of minorities and women in the Town work force. Satisfactory Affirmative Action compliance also had a direct impact in enabling Brookline to receive much needed federal and state funds.

Commission Programming

Aside from numerous sub-committee work sessions, the Commission held nine staff-assisted meetings in 1993. Program committees this year were: Martin Luther King Jr. Day Planning Committee, Black History Month Committee, Youth Award Committee, Multi-Ethnic/Cultural Cookbook Committee and the Lincoln School Buffer Zone Committee. The full Commission serves as the Fair Housing Committee.

Program highlights of 1993 included:

Martin Luther King, Jr. Day The Commission sponsored Brookline's fifth and most successful Martin Luther King Jr. Day on Sunday, January 17 at the Devotion School auditorium. An overflow audience of over 500 persons heard speakers Superior Court Judge Julian Houston and Brookline High School teacher James Cradle, the Reunion Ensemble Gospel Choir, performers from the Brookline Music School and readings by members of the Brookline High School Black Awareness Club. This year's program also featured a town-wide student art and essay exhibit. Selectwoman Donna Kalikow represented the Board of Selectmen. The Reverend George Chapman of St. Paul's Church delivered the invocation and Ms. Jaleh Khadem of the Spiritual Assembly of Bahai delivered the benediction.

Black History Program Under the direction of the

Reverend George Chapman the Commission produced a two-part television program on Black history in Brookline. The first part of the program is called "Black in Brookline: Lights in the Darkness" which takes black history up to 1860. The second part of the program is "Black in Brookline: Into Our Own." The program, which was run on Brookline Access Television, featured the participation of Afrika Hayes, Robert McCain, Lt. Thomas Taylor and Brookline children.

Youth Awards The Commission's annual Youth Awards, co-sponsored by the Brookline Rotary, which contributed \$500 —all of which was given to the award winners — took place at the evening session of the May 18 meeting of the Board of Selectmen. There were seven Community Service Award winners (framed certificate plus \$50.00) and one Human Relations Award winner (framed certificate plus \$50.00). There were also 12 Certificate of Merit winners (framed certificate plus \$10.00) and 27 Letters of Commendation. A reception for award recipients and their families followed the presentation.

Selected topics focused on by the Commission at its monthly meetings included: **January** - Report on 1993 Martin L. King, Jr. Day Program, Planning Black History Month Program, Youth Coordinating and Steering Committees, Americans with Disabilities Act, Youth Awards **February** - African-American students in the Brookline Public Schools, Multi-Ethnic Cookbook, Black History Month, Shooting Incidents, Youth Awards **March** - Budget, Youth Awards, Shooting Incidents, High School Awareness Day, Black History Programming **April** - Black History Programming, 1994 Martin L. King, Jr. Program, Youth Awards, Multi-Cultural Cookbook, Gang Activity, Summer Youth Employment, Justice Department Conference, Lincoln School Buffer Zone **May** - Youth Awards, 1994 Martin L. King, Jr. Program, Multi-Cultural Cookbook, Youth Coordinating Committee, Facing History and Ourselves Conference, Affirmative Action Conference, After the Prom Party, Parents Network Meeting, School Buffer Zones, Anti-Semitic Letters Sent to Selectmen **June** - Youth Awards, 1994 Martin L. King, Jr. Program, Multi-Cultural Cookbook, High School Day of Awareness, After the Prom Party, Program on Violence Prevention, Lincoln School Buffer Zone **September** - Nominations Committee, Budget, Japanese Restaurant, Lincoln School Buffer Zone, Martin L. King, Jr. Program, Multi-Cultural Cookbook, Americans With Disabilities Act, Director's Cases, Appearance on Cablevision Show, Arrest of Elderly Woman **October** - Commission Elections, Budget, Memorandum to Departments on Intergroup Relations, Fair Housing Testing, Holocaust Program at Hebrew College, Lincoln School Buffer Zone **November** - Lincoln School Buffer Zone, 1994 Martin L. King, Jr. Program, Fair Housing, Pacific Heritage Month Program, Appearance on Cablevision Show, Graffiti on Route 9 Overpass.

Other Programming

The Director has been active in the Massachusetts Association of Human Relations Commissions. The principal focus of this group has been to meet with public and private civil rights agencies to provide educational programming and to assist municipalities in establishing human relations commissions.

The Director and Commission member Captain John Hiscock attended an all-day program on "Partnership in Community Education, Training and Complaint Resolution for Human Relations Commissions and Police Departments" sponsored by the U. S. Justice Department on April 15, in Newport, Rhode Island.

The Director and Commission associate member Detective Keith Maynard, Selectwoman Donna Kalikow and Officer James Reardon attended a Facing History and Ourselves conference on inter-group relations at Tufts University on May 6.

The Director helped to staff the annual "After the Prom Party" on May 27 at the Tappan Street Recreational Facility.

The Director and Commission member Assunta Cha served as facilitators at the Brookline High School "Day of Awareness" on June 1.

The Director attended a program on violence prevention sponsored by the Gang/Drug Prevention Program of the City of Boston on June 4.

Publications

One hundred and fifty copies of the 1993 edition of the very popular "Child Care Resource Guide" were published and distributed.

Media Coverage

In 1993, Commission activities, members and staff were featured in numerous articles in the *Brookline Citizen*, *Brookline Journal*, *Brookline Tab* and *Boston Globe*. Commission members and staff also appeared on Brookline Access Television's "WBRK," Cablevision of Brookline's "BrookLIVE," "Brookline Review" and on radio station WBOS.

Cable Television Monitoring Committee

The CATV Monitoring Committee was created by the Board of Selectmen in 1984. The purpose of the Committee is to monitor Cablevision of Brookline's compliance with the provisions of its license to operate a cable television franchise in the community. Persons chosen to serve on this Committee fit one or more of the following categories: 1) consumer of CATV services, 2) technical expertise or experience in video production, 3) legal expertise, or 4) media expertise of a non-technical nature.

Membership

Officers for 1993 were Chairman Tobe Berkovitz, Vice Chairwoman Catherine Shaffer and Secretary C. Stephen Bressler. Membership changes during the year included the departure of Ned Rothstein and Michael Selib and the appointment of Edwin Hamada.

Administration

During 1993, the Committee received staff and budgetary support through the Human Relations-Youth Resources Commission (HR-YRC). HR-YRC Director C. Stephen Bressler also serves as Ombudsman for CATV Operations for the Town of Brookline.

Cable Television Regulation

1993 saw the re-regulation of the CATV industry by Congress and the implementation of the new regulations by the Federal Communications Commission. The re-regulation has also dramatically increased the Ombudsman's activity and has served to focus the activity of the Monitoring Committee.

Ombudsman

In 1993, the Ombudsman handled 342 complaints and/or inquiries relative to CATV. This figure was up from 152 during 1992. The Ombudsman was in frequent contact with Cablevision of Brookline administrative staff and consulted with his counterpart in Boston (also served by Cablevision) and other communities as well as with officials at the Massachusetts CATV Commission. In total, the Ombudsman engaged in 596 telephone conversations and had 49 meetings on CATV matters.

Committee Programming

This year the Committee held six staff-assisted meetings. Cablevision of Brookline General Manager David Green and various members of his staff also attended the meetings of the Committee. These meetings were open to the public and were reported on by the *Brookline Citizen*, *Journal*, *Tab* and the *Boston Globe*.

In addition to receiving and discussing reports from the Ombudsman on citizen complaints, the Committee focused on the following issues: *January 4* - Reception and Outage Problems, Anticipated Changes by Cablevision as a Result of the New Cable Legislation, Questions Concerning Customer Service Operation, Telephone Answerability *January 11* - Questions Concerning Customer Service Operation, Prompt and Efficient Repair, Ingress, Company-Agreed Changes, Locally Produced Programming, Telephone Answerability *May* - Use of A/B Switch, Cable Guide, Discussion Concerning Changes in Cable Regulations and Impact on Brookline,

Syndicated Exclusivity Issues, Changes in Channel Offerings, Cablevision Awards *August* - Rate Regulation Certification Letter, Rate Regulation, Broadcaster Relationships, Customer Service Standards *September* - Discussion on Meeting With Board of Selectmen Set for September 14, FCC-Mandated Changes Effective September 1, 1993,

Removal of Arts and Entertainment Channel and Weather Radar from A-Trunk *November* - New Executive Director of Brookline Access Television, Report on Selectmen's Subcommittee Meeting with Representatives from Corporate Cablevision, Customer Service, Telephone Response, New CATV Regulations.

Holocaust Memorial Committee

During 1993 the Brookline Holocaust Memorial Committee was ably co-chaired by Regine Barshak and Leon Satenstein with staff assistance from Human Relations-Youth Resources Commission Director C. Stephen Bressler. In 1993 we welcomed new member Selectwoman Ronny Sydney.

Holocaust Witness Project

The Holocaust Witness Project continues to be a major focus of the Committee. The Project seeks to interview on videotape survivors of the Holocaust as well as other witnesses, primarily American soldiers who saw the concentration camps during the spring of 1945. Another Committee goal is to create a Brookline Holocaust Archive to be housed at the Brookline Public Library. The interview tapes will be placed in the archive to be used on site for scholarly research. It is also anticipated that the tapes will be used for educational purposes in area schools and colleges. The Committee sends copies of the interview tapes to the Fortunoff Holocaust Archive at Yale University.

This year, again with the assistance of Brookline Access Television, the Project conducted a two-hour interview with survivor Mira Kirshner and two hours of interview with American soldier veteran (and Committee member) Robert Hilliard. Ms. Kirshner's interview was conducted by principal interviewer Professor Lawrence Langer while Dr. Hilliard's interview was conducted by Stephen Bressler. To date, the Project has collected 67 hours of testimony from 30 individuals.

Hebrew College Program

During the winter, spring and fall of 1993, the Committee, in cooperation with the Hebrew College, Facing History and Ourselves and One Generation After, sponsored a series of seminars with Holocaust survivors entitled "Learning About the Shoah from Our Most Valuable Source: Holocaust Survivors." The seminars were held at the Hebrew College and were very well attended.

Participants included:

Ruth Gutmann, one of the "Auschwitz twins" and a survivor of Theresienstadt. Moderator: Professor Barbara Helfgott-Hyett, Boston University, February 24, 1993.

Judith Catz, child survivor who escaped from Poland and lived with partisans. Moderator: Reverend Robert Bullock, Our Lady of Sorrows Church, Sharon, March 3, 1993.

Bela Kirzner, survivor of Lodz ghetto, Auschwitz and Theresienstadt. Moderator: Bernice Lerner, Director of Continuing Education, Hebrew College, March 10, 1993.

Rose Murra, survivor of Mizritsch ghetto, Majdanek, Auschwitz and Bergen-Belsen. Moderator: Professor Lawrence Langer, Simmons College, March 24, 1993.

Eva and Tibor Galambos, survivors of an Austrian slave labor camp and Bergen-Belsen. Moderator: Dr. Joseph Albeck, March 31, 1993.

Ellsworth Rosen and Leon Satenstein, U.S. Army World War II veterans described what they saw when they came upon the concentration camps in April 1945. Moderator: Professor Robert Hilliard, Emerson College, April 14, 1993.

Esther Gens, shared her experiences surviving as a hidden child. Moderator: Bernice Lerner, Director of Continuing Education, Hebrew College, November 15, 1993.

Days of Remembrance

On April 20, the Board of Selectmen proclaimed April 18 - 25 as "Days of Remembrance of the Victims of the Holocaust." Also during this period, as part of the national observance of Holocaust Memorial Week, Brookline Access Television cablecast excerpts of the seminars that took place at Hebrew College.

Committee activities and opinions were covered in the Brookline *Citizen*, *Journal* and *Tab*, the *Jewish Advocate*, the Boston *Globe*, the New York *Times* and on the "Mindy Jackson Show" on WSMX-AM, on WBOS and on "BrookLIVE."

Council on Aging

The Brookline Council on Aging is made up of citizen and statutory members who represent town departments. It operates five neighborhood based

senior sites; three in public housing for the elderly, and two at the Pierce and Devotion Schools. All five offer information, referral and counseling services.

Weekday hot lunches are served at 50 Pleasant Street and 90 Longwood Avenue as well as at the schools. The Council's main office is at 61 Park Street. Social workers on the Council staff make home visits, assess situations and provide resource information and support to elders and their families, as well as planning periodic support groups. One such group, for older women who have never married, has been cited in a national AARP publication.

Council-sponsored groups engage in a range of educational and social activities. A popular semianual newcomers' series- exploring Brookline resources, had its largest attendance ever this year. A quilters' group was organized at Pierce School. The annual Senior Crafts Fair, held November 4 in Town Hall, is much anticipated and raises funds for charity. The Solemates walking group, led by volunteer Sarita Tisser, strides forth every week in all seasons. Brookline's Adult and Community Education Program plans special courses for older people and sponsors such programs as a recent Workshop on Humor for senior citizens. The Council cooperates with the School Department on intergenerational programs: a Young and Old United (YOU) discussion group for elders and students has been formed at Brookline High School. The Coolidge Corner Library presents weekly Senior Cinema programs.

Home-care services are provided to frail, low-income elders by West Suburban Elder Services, but

Brookline's Home and Escort Linkage Program (HELP) often supplements these services by providing trained helpers who, for an affordable rate, perform household tasks for individual seniors who may not meet WSES health and income guidelines, but who nevertheless need some assistance in daily living. West Suburban also helps fund the Brookline Elderbus. A cab discount coupon program is co-sponsored by the Council on Aging and Brookline's two taxi companies. Screening and immunization clinics are offered by the Brookline Health Department. Volunteers contribute immeasurably to senior programs, acting as tax and legal counselors, organizing and leading support groups, and just being there to help things run smoothly.

The Council on Aging continues to hope and work for a Brookline senior center, to be built on the site of the small Centre Street West parking lot at Coolidge Corner. To this end, a Community Development Block Grant of \$30,000 has been awarded for a feasibility study, which is currently in progress.



*Back to School Day – Brookline High School
April 1993*



Handiwork of Pierce School Quilters

Veterans' Services

The Department of Veterans' Services is mandated by Massachusetts General Laws, Chapter 115, as most recently amended. The Department is responsible for assisting needy Veterans and/or their dependents with ordinary living and medical expenses. The scope of these expenses is regulated by directives issued by the State Commissioner of Veterans Benefits and Services. Assistance is provided for ordinary living expenses including rent, food, clothing, and utilities. Medical assistance covers expenses for hospital in-patient or out-patient stays, medications, doctor's visits, laboratory work, dental care and

stays at nursing homes. All medical bills are paid at a rate set by the State. This year the Department of Veterans' Services upgraded health care benefits for all Veterans and/or their dependents who are over 65 years of age or disabled and receiving Social Security Disability or Medicare coverage. The new program, in conjunction with Blue Cross and Blue Shield, covers the cost of prescription drugs after a co-payment by this office.

The Town of Brookline appropriates the full amount of money that is needed to assist the Veterans and/or their dependents. Each month a report is submitted

to the Department of Veterans' Services itemizing the amount of expenditure and what it was for. As per Massachusetts General Laws, Chapter 115, the state is required to then reimburse the Town of Brookline 75% of all approved expenditures one year from the date of actual expenditures.

The Department is also obliged to file for all Veterans Affairs Benefits that the Veteran may be entitled to, as well as other federally funded benefits, such as Social Security and SSI. The staff of two is presently handling about 50 to 60 cases per month. The amount of Veterans Administration direct payment benefits received by town Veterans and/or their dependents for the last calendar year was in excess of \$710,000. Receipt of this amount, in addition to having Veterans utilize the Veterans Administration hospitals and out-patient clinics, represents a direct savings to the Town of Brookline and the State.

The Director of Veterans' Services, Bernard J. Belcastro, serves on the Legislative Committee which appears before the House and Senate on various bills and legislation concerning Veterans. He also serves on the Advisory Board to the State Commissioner of Veterans' Services.

Copies of discharge records and vital statistics of most Brookline Veterans are maintained in the Department. Grave registrations are also recorded by the Department to ensure that every Veteran's grave is decorated with a flag on Memorial Day. There are approximately 3,400 Veterans interred in Holyhood, Walnut Hills and Walnut Street cemeteries. The Department is responsible for ordering, from the Department of Veterans' Affairs in Washington, D.C., bronze markers that are placed on Veterans' graves.

Rent Control Board

In 1993, the Rent Control Board continued the implementation of Article 1, the rent control reform enacted by the Fall 1990 Town Meeting. Article 1, which became effective February 1, 1991, recognized that the traditional rent control system provided protection against market rents and condominium conversions but also imposed substantial burdens on apartment owners, homeowners, and other citizens by limiting the value of apartments, shifting the burden of property taxation to other classes of property and limiting growth in the town's housing supply and tax base. Article 1 maintains protections for existing tenants against excessive rents and evictions while relieving the unfair burdens of the traditional rent control system on the other citizens of the town and assuring that at least ten percent of the housing units of the town constitute low-to-moderate-income housing.

The Inclusionary Housing Program of Article 1 is designed to assure continued availability of rent-controlled units for those who truly need them, while offering vacancy decontrol as an incentive to landlords to join the program. To encourage landlord participation, the Rent Control Board developed a standard form contract providing for the set-aside of

Outdoor ceremonies were held in May commemorating Memorial Day and in November for Veterans' Day.

Flag Day was celebrated on Sunday, June 13th with the Annual Parade. Hundreds gathered at Cypress Field to once again view the parachute jump by the Special Forces of Fort Devens. Other activities at the field consisted of a craft and flea market, childrens' carnival, food vendors, face painting and numerous other events. Selectmen Michael Merrill and Joe Geller participated in the "Dunk Tank" that was sponsored by the DARE Officers of the Brookline Police Department. The program realized proceeds of over \$200. The highlight of this year's activities was the appearance of the Air Force Band of Liberty from Hanscom Air Force Base in Bedford, Massachusetts. The Symphonic Winds, a 45 member concert band that has been entertaining audiences in the New England Region for over a decade, also participated.

Fall Town Meeting approved two Memorial Squares which will be dedicated in the Spring of 1994. One is in memory of Lawrence T. Moloney who was killed in World War II and the other is in memory of Leonard J. McCarthy who was killed in Korea.

The Veterans' Services Department serves as a "one stop" center for Veterans. The Department has the duty to aid, assist and advise Veterans as is stated in Chapter 115 of the Massachusetts General Laws. The office counsels, file claims, explores all possible sources or revenue and services, rehabilitates, makes Veterans aware of their own assets, and treats them as human beings with dignity and courtesy. The staff believes the Veterans have earned this support through their service to the Country.

units for low-to-moderate-income housing. To date, the Rent Control Board has negotiated 62 contracts with a total of 375 "set-aside" units for low-to-moderate-income tenants. Of this total, 88 units are occupied by income qualified tenants. One contract is pending before the Board.

There are approximately 4,500 units still remaining under rent control. The Rent Control Board has issued over 13,000 Decontrol Permits since the implementation of Article 1. The "Unit Decontrol Permit" is evidence that a unit is no longer subject to the jurisdiction of the Rent Control Board. The permit may be recorded in the Registry of Deeds. Virtually all two and three family homes have received Decontrol Permits unless a Qualified Tenant resides in a non-owner occupied Class 4 property. The Rent Control Board has issued 33 Qualified Tenants Certificates for Class 4 properties.

Article 1 increased tenant protections by providing defense in evictions and by barring decontrol in cases of landlord misconduct. The Violation Complaint procedure instituted by the Board provides speedy hearings on such issues as landlord harassment or failure to properly maintain a unit, and provides a range of solutions, from temporary rent reduction to barring decontrol.

The 1993 General Adjustment of the rent was 3.5% plus any increase in real estate taxes. For the 1994 General Adjustment, the Board voted a 2.9% increase plus a pass through of the real estate taxes and the water and sewer bills for the respective properties.

The Rent Control Board continues to improve its record-keeping systems so that it is better able to identify which housing units are subject to rent control and which are set-aside for means-tested housing.

Dana Cetlin, Chairman of the Board and landlord representative, resigned in 1993. He was replaced on

the Board by Debra Bickoff. Public interest representative Terri Scheff was replaced by F. Robert Houlihan. Wyatt Gotbetter was appointed to fill the vacant tenant representative position. Public interest representative Fred Levitan became Chairman.

The implementation of the Decontrol and Inclusionary Housing Programs has produced benefits to the town reflected in the tax base and in the availability of rent-controlled housing targeted for the income qualified.

Commission on the Status of Women

Pursuant to the requirements of Article XI-D of the town's by laws, as amended June 6, 1989, the Brookline Commission on the Status of Women submits the following annual report to the Board of Selectmen.

During the above calendar year the Commission engaged in the following activities:

1. Members of the Commission worked closely with the Department of Personnel in drafting a sexual harassment policy for the town. This policy was adopted by the town in the Fall 1993. The Commission continues to be involved in the implementation of the policy, including monitoring of the town's efforts to train employees in recognizing and preventing sexual harassment.

2. For the fourth year in a row, the Commission held its "Real Women" Essay Contest in celebration of National Women's History Month. This year the contest was for fifth through eighth grade students. More than 130 contestants wrote about the women who are important influences in their lives. The awards ceremony was held on March 31 at Hunneman Hall at the main library.

3. The Commission continues its investigation of

Rachel's Promise, which contends it is a Brookline women's shelter, thereby suggesting that it provides a safe haven for women threatened by domestic abuse. The Commission has worked with *Boston Globe* reporters to determine the true mission of the institution.

4. The Commission has worked closely with Jeannine Gannon of the Norfolk District Attorney's office in developing a film series focusing on women's issues. Some of the topics addressed in the series include date rape, sexual harassment, and domestic violence. The series would be open to the public, with a particular emphasis on high school and other young women residing in the town. Members of the Commission have researched possible films to view.

5. The Commission continues to work with Selectman Ronny Sydney in addressing issues of gender balance in management, as well as appointed positions on town boards and commissions.

6. The Commission opposed the decision of the Chamber of Commerce to hold its annual dinner at the Brookline Country Club. This opposition was in concern to allegations about discriminatory practices of the institution.

Americans with Disabilities Act

As mandated by the Americans with Disabilities Act (ADA), on July 27, 1993, the Board of Selectmen voted to establish an ADA transition plan committee naming C. Stephen Bressler as ADA Coordinator and including Associate Town Counsel Joslin Ham, Building Commissioner James Nickerson, Public Works Commissioner A. Thomas DeMaio, Assistant Superintendent of Schools Robert Boyd and Selectwoman Ronny Sydney. During September 1993, Preservation Commission Chairwoman Ruth Dorfman, Commission on the Disabled member Ellen Fitzgerald and citizens Linda Freeman, Roger N. Goldstein and Louise Russell were also appointed to serve on what became the ADA Transition Team.

Within the scope of the ADA, the goal of the Transition Team is to guarantee equal access to all town programs, services, buildings, streets, sidewalks, parks and playgrounds. To that end, the Transition Team met on October 4, November 3 and

December 1, with Selectwoman Sydney chairing the sessions. The December meeting was a joint meeting with the Commission on the Disabled.

In addition to the Transition Team, the ADA Coordinator created an ADA Compliance Team consisting of representatives of each town department. The members of the Compliance Team serve as liaisons between their departments and the Transition Team. On November 1, with members of the Transition Team in attendance, an orientation program conducted by Roger N. Goldstein was held for members of the Compliance Team. This program was cablecast live by Brookline Access Television and was repeated thereafter. At the November 4 department heads meeting the ADA Coordinator also briefed department heads on the Transition Team's activities.

During 1993, an ADA grievance procedure was drafted by Associate Town Counsel Joslin Ham for study by a subcommittee of the team plus Personnel

Director Gerard Hayes and School Personnel Director Chris Martes.

Highlights of discussion at Transition Team meetings included: **October** - Role of Transition Team and Compliance Team, Grievance Procedure, Closed Captioning of Cablecast Meetings, Curb Cuts, Town Buildings Accessibility **November** - Compliance Team Orientation Session, Grievance Procedure, Barriers to be Removed, Curb Cuts, Update on Court Cases **December** - Discussion with Brookline

Commission on the Disabled, Grievance Procedure, Facilities Inventory, Barriers to be Removed, Curb Cuts.

On December 14, the Transition Team appeared before the Board of Selectmen to give an update on ADA activities.

Team activities were also featured in articles in the Brookline *Citizen*, *Journal* and *Tab* as well as the Boston *Globe*.

FINANCE

Board of Assessors

The Brookline Board of Assessors finished its update of FY93 values in the last few hours of December 1992 and immediately began work on the revaluation for FY-94.

CY-93 required the staff of the Assessors office to handle two fiscal years simultaneously. The FY-93 valuation was our third year using the in-house CAMA (Computer Assisted Mass Appraisal) system. The assessors continued the practice of analyzing the real estate market in a non-revaluation year and observed that the market had leveled holding FY-93 values relatively the same as the FY-92 values. Commercial properties saw stability, with very minor reductions in a few areas. Most of the commercial market had remained unchanged.

Apartments had fewer vacancies indicating a strong value in the market segment. Condominiums still show a slight downward trend with slight adjustments to a few buildings.

The Assessors' interpretation of the FY-93 market was supported by the low number of abatement applications filed. The decrease in the number of applications was the lowest since FY-84. The total number of applications filed in FY-93 was 890. A dramatic decrease from FY-91 with 2300 filings and

FY-92 with 1315 filings. The staff of the Assessors' Office continued to improve their response to taxpayers' demands for more information. We continue to automate routine functions wherever possible. Inspections of real and personal property are done on a continuous basis in a constant effort to maintain an accurate database.

A substantial portion of the staff's time in CY-93 was dedicated to the FY-94 triennial revaluation. The revaluation required substantial inspection of properties and the design and field testing of valuation models. The revaluation project was completed in a timely manner allowing us to have public hearings with ample time to react to the balance of taxpayer concerns and questions. Public hearings, which were recommended by the Selectmen, gave us more insight into any unusual problems that some properties and neighborhoods may have experienced since the last revaluation. The public hearings gave us time to make adjustments prior to billing and we are confident that we will have low abatement filings despite the fact that this is not normally the case in a revaluation year.

The Board of Assessors would like to give heartfelt thanks to our staff members for their hard work throughout these evaluations.

Treasurer/Collector

This annual report would be remiss if it did not pay tribute to Shirley Sidd who, after 15 years of outstanding dedicated service, retired from office during May of this year. On July 1 the office became a division of the newly created Department of Finance and on August 11 the Board of Selectmen selected their first appointed Treasurer/Collector who was also serving as the Director of Finance.

This section of the annual report has historically contained only financial tables. In an effort to make this section more useful, some brief explanatory text has been added. Each of the sections presented within this section are included pursuant to the requirements of Mass. Gen. Laws, Chapter 41, Section 35.

Report of all Cash Receipts and Disbursements for the year.

Cash as of 07/01/93	\$ 13,912,143
FY93 Receipts	<u>143,225,291</u>
Total	157,137,434
FY93 Disbursements	<u>130,145,451</u>
Cash as of 06/30/93	\$ <u>26,991,983</u>

The significant increase from the beginning of the year resulted principally from the issuance of \$21 million in new debt during the year for capital projects, such as the new Lincoln School, that were not fully completed during FY93.

Detailed Statement of Cash and Investments as of June 30, 1993

Bank of Boston	\$ 706,880
BayBank	2,001,550
Boston Safe Deposit	3,612,965
Brookline Savings	220,275
Century	2,181,471
Fleet	3,751,484
Mass. Municipal	1,324,930
Shawmut	526,970
State Street	32,669
U.S. Trust	32,779
Pooled Investments	428,485
Other Investments	<u>12,171,526</u>
Total	\$ <u>26,991,983</u>

All of the above, except for two small accounts which are restricted by law, are interest bearing accounts.

Detailed Statement of Total Funded Debt as of June 30, 1993

Schools and related sites

School repairs ('84)	\$ 200,000
High S. roof ('86)	36,000
High S. roof-I ('89)	75,000
High S. roof-II ('89)	210,000
* Runkle improv ('87)	480,000
* Pierce improv ('87)	50,000
Lincoln improv ('87)	170,000
Science labs ('89)	2,570,000
Pierce rehab ('89)	2,155,000
Asbestos removal ('91)	130,000
Boilers ('91)	370,000
Driscoll gym ('91)	325,000
Driscoll plygrnd ('91)	225,000
Boilers ('92)	800,000
Baker roof ('92)	1,500,000
Runkle repairs	295,000
High S. windows ('92)	250,000
High S. safety sys ('92)	510,000
Baker roof plans ('92)	65,000
** Lincoln ('92)	<u>13,000,000</u>
Subtotal	\$ <u>23,416,000</u>

Sewers/Drains/Water Mains

* Mains/relay-relin ('80)	\$ 400,000
* Mains/relay-relin ('86)	920,000
* Mains/relay-relin ('87)	1,400,000
* Mains/relay-relin ('89)	185,000
* Mains/relay-relin ('91)	3,065,000
* Mains/relay-relin ('92)	<u>1,600,000</u>
Subtotal	\$ <u>7,570,000</u>

Public Buildings and related sites

* Urban renewal ('84)	\$ 370,000
Water garage ('84)	200,000
Forestry garage ('84)	30,000
Fire station roof ('87)	40,000
Clark playground ('89)	210,000
Town Hall roof ('89)	25,000
Swimming pool ('91)	225,000
Library roof ('91)	385,000
Larz Anderson park ('91)	220,000
Warren field ('91)	350,000
Town Hall elevators ('92)	100,000
Grove St. building ('92)	60,000
Town Hall repairs ('92)	95,000
Branch library ('92)	200,000
Fire station ('92)	925,000
Golf course ('92)	<u>650,000</u>
Subtotal	\$ <u>4,085,000</u>

Equipment

* Remote water meter ('84)	\$ 100,000
Golf irrigation system ('84)	50,000
Parking meters ('86)	15,000
Parking meters ('89)	70,000
Computer system ('87)	187,500
Library automation ('87)	120,000
Fire engine ('91)	105,000
Subtotal	\$ 647,500

Miscellaneous

Energy conservation ('86)	\$ 106,500
Streets ('92)	1,500,000
Subtotal	
\$	1,606,500

Grand Total debt\$37,325,500

* = outside debt limit

** = outside debt limit and proposition 2½ override

Computation of Legal Debt Limit

Equalized valuation	\$4,602,579,000
Debt limit @ 5%	230,128,950
Amount of debt outside debt limit	21,570,000
Net existing debt subject to debt limit	15,755,000
Remaining legal borrowing capacity	\$ 214,373,950

Generally, a town cannot borrow in excess of 5% of the equalized valuation of its taxable property. This calculation is shown above. There are, however, a number of other external factors that determine more realistic borrowing limits.

Revenues Earned During FY93

Interest on invested cash	\$ 638,092
Interest on fees from delinquent taxpayers	747,077
Total	\$1,385,169

This represents an approximate 2.5% average yield from investible cash during the year.

There were no borrowings in anticipation of tax revenue for the second year in a row. This is the favorable result from the quarterly property tax system adopted in 1992.

TOWN COMPTROLLER

In addition to the regular payroll, accounts payable, auditing, general ledger bookkeeping, financial reporting, state reporting, expenditure control and revenue monitoring functions required to be continuously performed, the Town Comptroller's Division participated in a number of new projects. The major new initiatives included the strengthening of internal controls, improving financial reporting and communications, lending direct technical assistance to others, and active participation, as the Selectmen's appointee, on the Brookline Contributory Retirement Board. Some of the key accomplishments are briefly highlighted herein.

Accounts Payable

The accounts payable section, with periodic assistance from other town department personnel, continued to service the more than 12,000 vendors, service providers and others who sought timely payment during the year. Over 25,500 checks were issued as a result of the more than 30,000 vendor invoices or other requests for payment that were presented for Comptroller review and audit. Less than 12 complaints for erroneous or delinquent payments were received, except from several vendors who were deliberately delayed because of failure to satisfy the department responsible for the acceptance of the goods or services rendered.

Payroll

Over 1,400 full-time and 1,800 part-time employees were paid in excess of \$61,500,000 during the year without delay. More than 3,230 W-2s were issued by January 31 and a myriad of payroll tax returns, deduction reports, Federal E.E.O. reports and affirmative action reports were issued on time.

Strengthening Internal Controls

The Comptroller spent a great deal of time assisting the School Department in the development of a critical action plan that responded to a study conducted by a select committee appointed to study school fiscal practices. A number of improvements, such as position control, expenditure control, improved budgetary development techniques, and improved fiscal oversight were recommended. The Town Comptroller developed the Action Plan that was ultimately adopted by the School Department, the School Committee, the Town Administrator and the Board of Selectmen. The implementation of this plan significantly improved the School's internal control structure and helped restore spending control. 1993 was the first time in recent history that the School Department ended in the "black".

The Comptroller's Division also developed a work plan to address all of the material weaknesses noted

in the management letter presented by the town's independent (C.P.A.) auditors. In order to effectively and permanently strengthen the town's internal controls, the Comptroller's Division took over the monthly reconciliation of cash and the periodic balancing of the Treasury records to the town's general ledgers. The periodic reports to oversight agencies, such as the State Department of Revenue, were brought current for the first time in many years.

The Comptroller also became the project manager for the search, vendor selection, design and implementation of a new tax billing and collection system. This was an essential short-term step in preparing the town's systems for the future.

Systems Improvement

The next step that has been started, with significant participation by this office, is the search for a new, state-of-the-art computer management information system. This is an integral part of the long-term solution to many of the items noted above. The Comptroller and his staff spent many hours with the Selectmen's Computer Advisory Committee, the town's Information Services staff, the School Department's business office and many other potentially affected departments in lending technical expertise to the process underway to procure a better, more effective and much more efficient fully integrated system.

This multiyear program will yield significant rewards to the town's management and its taxpayers. For example, thus far, the development of the request for proposal included a detailed "needs assessment" which looked into the paper flow of each department. This extensive and thorough review identified a number of areas where duplication of information was being obtained. Elimination of this duplication will generate savings and will help streamline the "red tape" that many taxpayers experienced previously.

Contributory Retirement System

The Comptroller was also the Selectmen's appointee to the town's Contributory Retirement Board. Over the past several years the Brookline Board has distinguished itself by becoming one of the best performing public employee retirement systems throughout the Commonwealth of Massachusetts. Performance results are measured in the returns on investments obtained through the prudent management of the members' and the town's assets.

The state's Division of Public Employee Retirement Administration issued their annual report during mid 1993. The results ranked Brookline as #3 out of the 107 Massachusetts systems for 1992 and #9 for the past five years.

1993 was also the first year that Brookline became over 50% funded. The town, through its adoption of permissive legislation during 1989, opted to go on an actuarial approved full funding program. Since this adoption, the unfunded obligation has dropped from

over 64% or \$75.5 million to 47% or \$61.4 million. This is a substantial improvement in financial condition.

Free Cash

One last noteworthy FY93 accomplishment is the improvement in the town's certified "free cash" from a deficit of \$2.4 million to less than a \$100,000 deficit. This was the result of many difficult financial management improvements and much hard work by a variety of town departments and officials who worked together in order to accomplish a common goal. The Comptroller wishes to extend his heartfelt thanks to his staff and all the other dedicated individuals who helped contribute to this highly successful year.



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TOWN OF BROOKLINE, MASSACHUSETTS

General Purpose Financial Statements
and Required Supplementary Information

Year Ended June 30, 1993

(With Independent Auditors' Report Thereon)



TOWN OF BROOKLINE, MASSACHUSETTS

General Purpose Financial Statements
and Required Supplementary Information

Year Ended June 30, 1993

(With Independent Auditors' Report Thereon)

TOWN OF BROOKLINE, MASSACHUSETTS

General Purpose Financial Statements and Required Supplementary Information

Year Ended June 30, 1993

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INDEPENDENT AUDITORS' REPORT

The Board of Selectmen
Town of Brookline, Massachusetts:

We have audited the general purpose financial statements of the Town of Brookline, Massachusetts, as of and for the year ended June 30, 1993, as listed in the accompanying table of contents. These general purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards and Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

The Town has not maintained records of the cost of all its general fixed assets as required by generally accepted accounting principles and, therefore, the general fixed asset account group (GFAAG) presented in the accompanying general purpose financial statements is incomplete.

In our opinion, except that the omission of certain Town assets from the GFAAG results in an incomplete presentation, as discussed in the preceding paragraph, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town of Brookline, Massachusetts, at June 30, 1993, and the results of its operations and the cash flows of its nonexpendable trust funds for the year then ended, in conformity with generally accepted accounting principles.

The unaudited schedules of historical pension information on pages 23 and 24 are not a required part of the general purpose financial statements but are supplementary information required by the Governmental Accounting Standards Board. We have applied certain limited procedures to these schedules, consisting principally of inquiries of management regarding the methods of measurement and presentation of the supplementary information. However, we did not audit the information and express no opinion on it.

KPMG Peat Marwick

October 19, 1993

June 30, 1993

(except for the Pension Trust Fund which is as of December 31, 1992)

Assets	Governmental Fund Types			Fiduciary Fund Types		Account Groups		Total (Memorandum only)
	General	Special Revenue	Capital Projects	Trust and Agency	Pension Trust	General Long-term Obligations	General Fixed Assets	
Cash and investments (note 5)	\$ 9,743,664	2,804,796	11,473,659	12,696,725	73,228,868	-	-	109,947,712
Receivables:								
Property taxes	1,776,493	-	-	-	-	-	-	1,776,493
Property tax liens	1,667,810	-	-	-	-	-	-	1,667,810
Motor vehicle excise	1,572,862	-	-	-	-	-	-	1,572,862
Departmental	940,466	-	-	-	-	-	-	940,466
Intergovernmental	-	360,655	-	-	-	-	-	360,655
User charges	1,478,780	7,081	-	174,685	-	-	-	1,660,546
Note	78,466	-	-	-	-	-	-	78,466
Accrued interest	-	-	-	-	637,823	-	-	637,823
Other	-	-	-	-	1,968,984	-	-	1,968,984
Total receivables	<u>7,514,877</u>	<u>367,532</u>	<u>11,473,659</u>	<u>174,685</u>	<u>2,606,807</u>	<u>-</u>	<u>-</u>	<u>10,664,105</u>
Property, plant and equipment	-	-	-	-	-	-	28,077,105	28,077,105
Deposits and other assets	54,914	-	-	666,000	-	-	-	720,914
Amounts to be provided for the retirement of general long-term obligations	-	-	-	-	-	105,126,000	-	105,126,000
Total assets	<u>17,313,455</u>	<u>3,172,532</u>	<u>11,473,659</u>	<u>13,537,410</u>	<u>75,835,675</u>	<u>105,126,000</u>	<u>28,077,105</u>	<u>254,535,836</u>
Liabilities and Fund Equity								
Warrants and accounts payable	4,741,334	62,203	393,091	792,460	6,157,155	-	-	12,146,243
Retainage payable	-	-	362,643	-	-	-	-	362,643
Accrued liabilities:								
Tax abatements	1,762,844	-	-	-	-	-	-	1,762,844
Sick and vacation	-	-	-	-	-	6,437,000	-	6,437,000
Pension costs (note 7)	-	-	-	-	-	61,364,000	-	61,364,000
Other	-	-	-	835	-	-	-	835
Deferred compensation (note 13)	-	-	-	8,368,041	-	-	-	8,368,041
General obligation bonds and notes payable (notes 8 and 9)	-	-	1,000,000	-	-	37,325,000	-	38,325,000
Deferred revenue	5,882,027	31,194	-	-	-	-	-	5,913,221
Total liabilities	<u>12,386,205</u>	<u>93,397</u>	<u>1,755,734</u>	<u>9,161,336</u>	<u>6,157,155</u>	<u>105,126,000</u>	<u>-</u>	<u>134,679,827</u>
Fund equity:								
Investments in general fixed assets	-	-	-	-	-	-	28,077,105	28,077,105
Reserved for:								
Encumbrances and continuing appropriations	2,092,644	362,627	6,316,537	19,966	-	-	-	8,791,774
Nonexpendable trust principal	-	-	-	1,163,731	-	-	-	1,163,731
Employees' benefits	-	-	-	666,000	69,678,520	-	-	70,344,520
Unreserved:								
Undesignated	2,834,606	2,519,219	3,401,388	2,526,377	-	-	-	11,478,879
Total fund equity (note 10)	<u>4,927,250</u>	<u>3,079,135</u>	<u>9,717,925</u>	<u>4,376,074</u>	<u>69,678,520</u>	<u>-</u>	<u>28,077,105</u>	<u>119,856,009</u>
Contingencies (note 12)	-	-	-	-	-	-	-	-
Total liabilities and fund equity	\$ <u>17,313,455</u>	<u>3,172,532</u>	<u>11,473,659</u>	<u>13,537,410</u>	<u>75,835,675</u>	<u>105,126,000</u>	<u>28,077,105</u>	<u>254,535,836</u>

See accompanying notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

Combined Statement of Revenues, Expenditures and Changes in Fund Equity - All Governmental Fund Types and Expendable Trust Funds

Year ended June 30, 1993

	Governmental Fund Types			Fiduciary Fund Type Expendable Trust	Total (Memorandum only)
	General	Special Revenue	Capital Projects		
Revenues:					
Real and personal property taxes (note 3)	\$ 67,299,943	-	-	-	67,299,943
Motor vehicle excise	3,240,749	-	-	-	3,240,749
Licenses and permits	758,733	-	-	-	758,733
Investment income	1,385,169	12,265	-	140,595	1,538,029
Intergovernmental	7,522,605	4,593,868	-	-	12,116,473
Payments in lieu of taxes	1,352,508	-	-	-	1,352,508
Water revenue	12,046,663	-	-	-	12,046,663
Departmental and other revenue	6,279,520	5,507,268	-	1,129,385	12,916,173
Fines	<u>2,634,602</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,634,602</u>
Total revenues	<u>102,520,492</u>	<u>10,113,401</u>	<u>-</u>	<u>1,269,980</u>	<u>113,903,873</u>
Expenditures:					
Current:					
Education	32,865,763	5,555,950	-	78,465	38,500,178
General government	3,829,394	344,031	-	-	4,173,425
Public safety	16,460,640	71,826	-	-	16,532,466
Public works	17,743,874	494,608	-	-	18,238,482
Human services	1,645,239	61,628	-	865,435	2,572,302
Leisure services	2,932,799	749,659	-	88,389	3,770,847
Pension and annuity	7,146,818	-	-	-	7,146,818
State and district assessments	4,982,324	-	-	-	4,982,324
Group self-insurance	-	-	-	4,375,896	4,375,896
Miscellaneous	-	-	-	123,217	123,217
Nondepartmental	5,862,868	1,150,511	-	-	7,013,379
Capital outlay	-	-	11,872,848	-	11,872,848
Debt service	<u>4,735,878</u>	<u>-</u>	<u>6,165,000</u>	<u>-</u>	<u>10,900,878</u>
Total expenditures	<u>98,205,597</u>	<u>8,428,213</u>	<u>18,037,848</u>	<u>5,531,402</u>	<u>130,203,060</u>
Excess of revenues over expenditures	<u>4,314,895</u>	<u>1,685,188</u>	<u>(18,037,848)</u>	<u>(4,261,422)</u>	<u>(16,299,187)</u>
Other financing sources (uses):					
Proceeds of bonds (note 8)	-	650,000	20,900,000	-	21,550,000
Operating transfers in (out), net (note 11)	<u>(2,739,349)</u>	<u>(1,611,651)</u>	<u>(31,000)</u>	<u>4,400,690</u>	<u>18,690</u>
Total other financing sources (uses), net	<u>(2,739,349)</u>	<u>(961,651)</u>	<u>20,869,000</u>	<u>4,400,690</u>	<u>21,568,690</u>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	1,575,546	723,537	2,831,152	139,268	5,269,503
Fund equity, beginning of year	<u>3,351,704</u>	<u>2,355,598</u>	<u>6,886,773</u>	<u>2,205,511</u>	<u>14,799,586</u>
Fund equity, end of year	\$ <u>4,927,250</u>	<u>3,079,135</u>	<u>9,717,925</u>	<u>2,344,779</u>	<u>20,069,089</u>

See accompanying notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

Statement of Revenues and Expenditures - Budgetary Basis

Year ended June 30, 1993
(with comparative actual figures for the year ended June 30, 1992)

	Final <u>Budget</u>	<u>Actual</u>	Variance Favorable (Unfavorable)	Year ended June 30, 1992 <u>Actual</u>
Revenues:				
Real and personal property taxes	\$ 67,564,488	67,655,295	90,807	64,673,828
Motor vehicle excise	2,225,000	3,240,749	1,015,749	2,295,463
Licenses and permits	681,150	758,747	77,597	534,981
Investment income	1,486,000	1,385,169	(100,831)	1,256,352
Intergovernmental	7,992,305	7,750,409	(241,896)	7,449,677
Payments in lieu of taxes	1,069,000	1,352,508	283,508	1,063,060
Water revenue	12,276,598	12,046,663	(229,935)	10,571,232
Departmental and other revenue	5,853,850	6,060,310	206,460	6,283,261
Fines	2,400,000	2,634,601	234,601	2,494,470
Total revenues	<u>101,548,391</u>	<u>102,884,451</u>	<u>1,336,060</u>	<u>96,622,324</u>
Expenditures:				
Education	32,868,208	32,865,556	2,652	32,989,428
General government	3,940,729	3,870,060	70,669	3,726,036
Public safety	16,540,667	16,479,301	61,366	17,066,462
Public works	17,857,400	17,836,618	20,782	16,017,926
Human services	1,686,052	1,651,367	34,685	1,802,701
Leisure services	2,939,497	2,935,939	3,558	2,855,806
Pension and annuity	7,174,213	7,146,818	27,395	7,173,253
State and district assessments	4,979,409	4,982,324	(2,915)	4,842,242
Special article	902,666	902,666	-	749,020
Nondepartmental	5,690,837	5,450,194	240,643	5,034,421
Debt service	4,744,364	4,735,878	8,486	4,100,941
Total expenditures	<u>99,324,042</u>	<u>98,856,721</u>	<u>467,321</u>	<u>96,358,236</u>
Excess of revenues over expenditures	<u>2,224,349</u>	<u>4,027,730</u>	<u>1,803,381</u>	<u>264,088</u>
Other financing sources (uses):				
Use of surplus in abatement reserve	515,000	515,000	-	-
Operating transfers in (out):				
Capital project funds	31,000	31,000	-	-
Special revenue funds	1,611,651	1,611,651	-	1,418,701
Trust funds	(4,382,000)	(4,382,000)	-	(4,183,472)
Total other financing uses	<u>(2,224,349)</u>	<u>(2,224,349)</u>	<u>-</u>	<u>(2,764,771)</u>
Excess (deficiency) of revenues and other financing sources over expenditures and other financing uses	<u>\$ -</u>	<u>1,803,381</u>	<u>1,803,381</u>	<u>(2,500,683)</u>

See accompanying notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

Combined Statement of Revenues, Expenses and Changes in Fund Equity - Pension Trust Fund and Nonexpendable Trust Funds

Year ended June 30, 1993
(except for the Pension Trust Fund
which is for the year ended December 31, 1992)

	<u>Fiduciary Fund Types</u>		<u>Total</u>
	<u>Pension</u>	<u>Nonexpendable</u>	<u>(Memorandum only)</u>
	<u>Trust</u>	<u>Trusts</u>	
Revenues:			
Investment income	\$ 3,879,982	12,903	3,892,885
Net unrealized gain in fair value of investments	3,151,552	-	3,151,552
Contributions	8,772,671	644,315	9,416,986
Intergovernmental	<u>1,623,244</u>	<u>-</u>	<u>1,623,244</u>
Total revenues	<u>17,427,449</u>	<u>657,218</u>	<u>18,084,667</u>
Expenses:			
Salaries, wages and fringe benefits	105,365	-	105,365
Benefits paid	9,382,262	-	9,382,262
Member refunds, and transfers and reimbursements to other systems, net	407,108	-	407,108
Other	<u>54,305</u>	<u>-</u>	<u>54,305</u>
Total expenses	<u>9,949,040</u>	<u>-</u>	<u>9,949,040</u>
Income before transfers	7,478,409	657,218	8,135,627
Transfers to expendable trust funds	<u>-</u>	<u>(18,690)</u>	<u>(18,690)</u>
Net income	7,478,409	638,528	8,116,937
Fund equity, beginning of year	<u>62,200,111</u>	<u>1,392,767</u>	<u>63,592,878</u>
Fund equity, end of year	\$ <u>69,678,520</u>	<u>2,031,295</u>	<u>71,709,815</u>

See accompanying notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

Statement of Cash Flows - Nonexpendable Trust Funds

Year ended June 30, 1993

Cash flows from operating activities:	
Net income	\$ <u>638,528</u>
Cash flows from investing activities:	
Sale of investments, net	<u>30,714</u>
Net increase in cash and cash equivalents	669,242
Cash and cash equivalents at beginning of year	<u>1,042,194</u>
Cash and cash equivalents at end of year	\$ <u><u>1,711,436</u></u>

See accompanying notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

June 30, 1993

(1) Reporting Entity

The Town's general purpose financial statements include the operations of all organizations for which the Board of Selectmen exercises oversight responsibility. Oversight responsibility is demonstrated by financial interdependency, selection of governing authority, designation of management, ability to significantly influence operations, and accountability for fiscal matters.

Based on the aforementioned oversight criteria, the operations of the following entities have been included in or excluded from the accompanying general purpose financial statements:

Entity included in the general purpose financial statements:

- Brookline Retirement System ("System"). The System was established under the authority of Chapter 32 of the Massachusetts General Laws, as amended, and is an independent contributory retirement system available to employees of the Town. The powers of the System are vested in the Town Retirement Board.

Entity excluded from the general purpose financial statements:

- Brookline Housing Authority. The Board members are appointed by the Town. The Town has no oversight responsibility for the Authority's operations and no responsibility for the Authority's deficits or debt.

(2) Summary of Significant Accounting Policies

(a) Basis of Presentation

The financial condition and results of operations of the Town's funds are presented as of and for the year ended June 30, 1993, except for the Town's Retirement System, which is presented as of and for the year ended December 31, 1992. The accounting policies of the Town conform with generally accepted accounting principles ("GAAP"), except that the Town has not maintained records of the cost of all its general fixed assets as required by generally accepted accounting principles, and therefore, the General Fixed Asset Account Group ("GFAAG") in the accompanying general purpose financial statements is incomplete. Such departure from GAAP is permissible under the Massachusetts Uniform Municipal Accounting System.

(b) Fund Accounting

The operations of the Town are recorded in the following fund types and account groups:

- Governmental Fund Types

Governmental funds are used to account for the Town's expendable financial resources and related liabilities (except those accounted for in similar trust funds). The measurement focus is upon determination of changes in financial position. The following are the Town's governmental fund types:

General Fund - The general fund is the general operating fund of the Town. It is used to account for all financial resources except those required to be accounted for in another fund.

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

Special Revenue Funds - Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to specified purposes.

Capital Project Funds - Capital project funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by trust funds).

- Fiduciary Fund Types

Trust and Agency Funds - Fiduciary funds are used to account for assets held by the Town in a trustee capacity or as an agent. Trust funds include expendable trust funds, nonexpendable trust funds, and pension trust funds. Nonexpendable trust funds and pension trust funds use the same measurement focus and basis of accounting as proprietary funds. Expendable trust funds use the same measurement focus and basis of accounting as governmental funds. Agency funds are custodial in nature and do not involve measurement of results of operations.

- Account Groups

General Long-term Obligations Account Group - This account group is used to account for all general long-term obligations of the Town.

General Fixed Asset Account Group - This account group is used to account for all general fixed assets of the Town.

(c) Basis of Accounting

The modified accrual basis of accounting is followed by governmental funds, expendable trust funds, and agency funds. Under the modified accrual basis of accounting, revenues are recorded when they become measurable and available to pay liabilities of the current period. Revenues not considered available are recorded as deferred revenues. Expenditures are recorded when the liability is incurred except for (1) interest on general long-term obligations, which is recorded when due, and (2) the noncurrent portion of accrued vacation and sick leave, pension costs, and judgments and claims, which is recorded in the general long-term obligations account group.

In applying the "susceptible to accrual" concept to intergovernmental revenues, there are essentially two types of revenues. In one, monies must be expended on the specific purpose or project before any amounts will be paid to the Town; therefore, revenues are recognized based upon the expenditures incurred. In the other, monies are virtually unrestricted and are usually revocable only for failure to comply with prescribed compliance requirements. These resources are reflected as revenues at the time of receipt or earlier if the susceptible to accrual criteria are met.

Property taxes are recognized as revenue in the year for which taxes have been levied, provided they are collected within 60 days after year-end. Licenses and permits, fines and forfeitures, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received. Investment earnings are recorded as earned.

The accrual basis of accounting is used by nonexpendable trust funds and pension trust funds.

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

(d) Encumbrances and Continuing Appropriations

Encumbrance accounting, under which purchase orders, contracts, and other commitments for the expenditure of funds are recorded in order to reserve that portion of the applicable appropriation, is employed in governmental funds. Open encumbrances at year-end are reported as reservations of fund balances. Encumbrances do not constitute expenditures or liabilities, except for budgetary purposes (see note 4).

Certain unexpended and unencumbered appropriations for incomplete projects are carried over to succeeding years. Such continuing appropriations are accounted for similar to encumbrances.

(e) Inventory

The cost of inventory is recorded as an expenditure at the time individual inventory items are consumed (consumption method).

(f) Accrued Sick and Vacation

Employees are granted vacation and sick leave in varying amounts. Upon retirement, termination or death, certain employees are compensated for unused vacation and sick leave (subject to certain limitations) at their then current rates of pay. The amount of sick and vacation costs which are not currently due and payable is recorded in the general long-term obligations account group. The amount recorded is the unused days earned at the current rate of pay.

(g) General Fixed Assets

General fixed assets are recorded as expenditures in the governmental funds and capitalized at cost in the general fixed asset account group. Contributed fixed assets are recorded at their estimated fair market value at the time received.

Certain improvements such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, and lighting systems are not capitalized. Such assets normally are immovable and of value only to the Town. Therefore, the purpose of stewardship for capital expenditures is satisfied without recording these assets. Depreciation is not provided on general fixed assets.

(h) Self-Insurance

The Town has established a self-insured medical program which is accounted for as an expendable trust fund. Both employees and the Town contribute to the fund based upon a 75% (Town) and 25% (employee) primary care premium formula.

The Town carries insurance on individual medical claims in excess of \$50,000 annually. The purpose of this program is to pay medical claims of the Town's employees and their covered dependents. The Town accrues claims submitted for medical services rendered prior to June 30, 1993.

(i) Workers' Compensation

The Town provides workers' compensation on a self-insured basis with an insured stop/loss of \$300,000 per accident. Employees injured on the job receive two-thirds of their salary plus 100% reimbursement of related medical expenses.

(j) General Liability Insurance

The Town has a general liability insurance policy which covers the Town's property, automobiles, equipment, landlord liability and fidelity bonds.

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

(k) Total Columns

Total columns on the general purpose financial statements are captioned "Memorandum only" to indicate that they are presented only to facilitate financial analysis. Data in these columns do not present financial position, results of operations, or changes in financial position in conformity with generally accepted accounting principles. Such data are not comparable to a consolidation of the various fund types and account groups.

(3) Property Taxes

Real and personal property taxes are based on values assessed as of each January 1 and are due in quarterly installments on the subsequent August 1, November 1, February 1 and May 1. By law, all taxable property in the Commonwealth of Massachusetts must be assessed at 100% of fair cash value. Taxes due and unpaid after the respective due dates are subject to interest and penalties. The Town has an ultimate right to foreclose on property for which taxes have not been paid. Property taxes levied are recorded as receivables in the fiscal year of the levy.

A statewide tax limitation statute known as "Proposition 2-1/2" limits the property tax levy to an amount equal to 2-1/2% of the value of all taxable property in the Town. A secondary limitation is that no levy in a fiscal year may exceed the preceding year's allowable tax levy by more than 2-1/2%, plus taxes levied on certain property newly added to the tax rolls. Certain Proposition 2-1/2 taxing limitations can be overridden by a Town-wide referendum vote.

(4) Budgetary Basis of Accounting

The Town must establish its property tax rate each year so that the resulting property tax levy will comply with the limits required by Proposition 2-1/2 and also constitute that amount which will equal the sum of (a) the aggregate of all annual appropriations for expenditures and transfers, plus (b) provision for the prior fiscal year's deficits, if any, less (c) the aggregate of all non-property tax revenue and transfers projected to be received by the Town, including available surplus funds.

The budgets for all departments and operations of the Town, except that of public schools, are prepared under the direction of the Board of Selectmen. The School Department budget is prepared under the direction of the School Committee. Original and supplemental appropriations are acted upon by Town meeting vote.

The Town's General Fund budget is prepared on a basis other than generally accepted accounting principles ("GAAP"). The "actual" results column of the Statement of Revenues and Expenditures - Budgetary Basis is presented on a "budget basis" to provide a meaningful comparison with the budget. The major differences between the budget and GAAP bases are that:

- (a) Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, which are recorded as revenue when levied (budget), as opposed to when susceptible to accrual (GAAP).
- (b) Encumbrances and continuing appropriations are recorded as the equivalent of expenditures (budget), as opposed to a reservation of fund balance (GAAP).

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

The following reconciliation summarizes the differences between budget and GAAP basis accounting principles for the year ended June 30, 1993:

	<u>Revenue</u>	<u>Expenditures</u>	<u>Other financing sources (uses), net</u>
As reported on a budgetary basis	\$ 102,884,451	98,856,721	(2,224,349)
Adjustment of revenues to a modified accrual basis			
- Real and personal property taxes	(355,352)	-	-
- Other revenues	(8,607)	-	(515,000)
Adjustment for encumbrances and continuing appropriations	<u>-</u>	<u>(651,124)</u>	<u>-</u>
As reported on a GAAP basis	\$ <u>102,520,492</u>	<u>98,205,597</u>	<u>(2,739,349)</u>

(5) Cash and Investments

State and local statutes place certain limitations on the nature of deposits and investments available to the Town. Deposits (including demand deposits, term deposits and certificates of deposit) in any one financial institution may not exceed certain prescribed levels without collateralization by the financial institutions involved. Investments can also be made in securities issued by or unconditionally guaranteed by the U.S. government or agencies that have a maturity of less than one year from the date of purchase, repurchase agreements guaranteed by the U.S. government or agencies that have a maturity of less than one year from the date of purchase, repurchase agreements guaranteed by such securities with maturity dates of no more than 90 days from the date of purchase, and units in the Massachusetts Municipal Depository Trust ("MMDT").

In addition, the Town's Pension Trust Fund has additional investment powers, most notably the ability to invest in common stocks, corporate bonds and other specified investments.

Deposits

The following summary presents the amount of the Town's deposits that are fully insured or collateralized with securities held by the Town or its agent in the Town's name (Category 1), those bank deposits that are collateralized with securities held by the pledging financial institution's trust department or agent in the Town's name (Category 2), and those bank deposits that are not collateralized (Category 3) at June 30, 1993.

	<u>Category</u>	<u>Total Bank Balance</u>	<u>Carrying Amount</u>
	<u>1</u>	<u>2</u>	<u>3</u>
Cash	\$ <u>1,013,458</u>	<u>894,553</u>	<u>18,064,790</u>
		<u>19,972,801</u>	<u>19,687,235</u>

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

Investments

The Town categorizes the carrying value of its investments according to the level of risk assumed by the Town. Category 1 includes investments that are insured, registered or held by the Town's agent in the Town's name. Category 2 includes uninsured and unregistered investments held by the counterparty's trust department or agent in the Town's name. Category 3 includes uninsured and unregistered investments held by the counterparty, its trust department or its agent, but not in the Town's name. Investments in MMDT, a pooled fund, are not categorized.

		Category				Total	
		<u>1</u>	<u>2</u>	<u>3</u>	Not <u>Categorized</u>	<u>Carrying</u> <u>Value</u>	<u>Market</u> <u>Value</u>
Mutual funds	\$	-	8,368,041	10,000	-	8,378,041	8,384,176
Common and preferred stock		-	29,031,121	-	-	29,031,121	29,892,042
Corporate bonds and notes		18,983	30,780,057	-	-	30,799,040	31,244,170
U.S. government obligations		137,678	13,582,132	7,007,535	-	20,727,345	20,755,519
MMDT		<u>-</u>	<u>-</u>	<u>-</u>	<u>1,324,930</u>	<u>1,324,930</u>	<u>1,324,930</u>
Totals	\$	<u>156,661</u>	<u>81,761,351</u>	<u>7,017,535</u>	<u>1,324,930</u>	<u>90,260,477</u>	<u>91,600,837</u>

Of the investments reflected in the preceding table, investments of the Town's Pension Fund constitute over 89% of the amount in Category 2.

The composition of the Town's bank deposits and investments fluctuates depending primarily on the timing of real estate tax receipts, proceeds from borrowings, collections of state and federal aid, and capital outlays throughout the year. Accordingly, the Category 3 amounts were higher at times during the year than at year-end.

(6) Fixed Assets

A summary of changes in recorded general fixed assets for the year ended June 30, 1993 follows:

	Balance July 1, 1992	Additions	Disposals	Balance June 30, 1993
Buildings	\$ 10,293,266	9,879,574	-	20,172,840
Machinery and equipment	<u>7,468,140</u>	<u>436,125</u>	<u>-</u>	<u>7,904,265</u>
	\$ <u>17,761,406</u>	<u>10,315,699</u>	<u>-</u>	<u>28,077,105</u>

(7) Pension Plans

(a) Plan Description

The Town contributes to the Town of Brookline Employees' Retirement System ("System"), a single-employer, public employee retirement system that acts as the investment and administrative agent for the Town and the Brookline Housing Authority. The Town's payroll for employees covered by the System for the year ended December 31, 1992, was \$33,317,000. Public school teachers are covered by the Commonwealth of Massachusetts Teachers' Retirement System (TRS) to which the Town of Brookline does not contribute. The Town's payroll covered by TRS was \$24,376,980 in calendar 1992. Total payroll for the Town was \$57,693,980.

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

The System and the TRS are contributory defined benefit plans covering all Town employees and teachers and Brookline Housing Authority employees deemed eligible. Certain Town employees are covered by the Town's noncontributory pension plan.

Instituted in 1937, the System is a member of the Massachusetts Contributory System and is governed by Chapter 32 of the Massachusetts General Laws. Membership in the System is mandatory immediately upon the commencement of employment for all permanent, full-time employees. Current membership in the System consists of the following:

	<u>Number of Employees</u>
Active members	1,064
Inactive members	164
Retired members	<u>806</u>
	<u>2,034</u>

Both systems provide for retirement allowance benefits up to a maximum of 80% of a member's highest three-year average annual rate of regular compensation. Benefit payments are based upon a member's age, length of creditable service, level of compensation and group classification.

Members of both systems become vested after 10 years of creditable service. A retirement allowance may be received upon reaching age 65 or upon attaining 20 years of service. The systems also provide for early retirement at age 55 if a Participant (1) has a record of 10 years of creditable service, (2) was on the Town payroll on January 1, 1978, (3) voluntarily left Town employment on or after that date, and (4) left accumulated annuity deductions in the fund. Active members contribute either 5, 7 or 8% of their gross regular compensation depending on the date upon which their membership began. If employed after January 1, 1979 the member must contribute an extra 2% over \$30,000 pursuant to Chapter (32) Section 22(D) which the Town accepted in June 1989.

The systems also provide death and disability benefits.

(b) Significant Accounting Policies and System Assets

The accounting records of the System are maintained on a calendar year basis in accordance with the standards and procedures established by the Commissioner of the Public Employee Retirement Administration.

The investments of the System are valued as follows:

Bonds are valued at amortized cost which is the original cost of the investment plus or minus any bond discount or bond premium calculated ratably to maturity.

Stocks are reflected at their quoted market value.

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

Cash and investments of the System at December 31, 1992, are summarized as follows:

	<u>Cost</u>	<u>Carrying value</u>
Cash	\$ 6,386,196	6,386,196
Bonds, notes and U.S. government securities	36,101,672	36,129,253
Stocks	<u>25,736,783</u>	<u>30,713,419</u>
Total	\$ <u>68,224,651</u>	<u>73,228,868</u>

(c) Funding Status and Progress

The amount shown below as the "Pension Benefit Obligation" is a standardized disclosure measure of the present value of pension benefits, adjusted for the effects of projected salary increases and step-rate benefits, estimated to be payable in the future as a result of employee service to date. The measure is intended to help users assess the funding status of the System on a going-concern basis, assess progress made in accumulating sufficient assets to pay benefits when due, and make comparisons among employers. The measure is the actuarial present value of credited projected benefits and is independent of the funding method used to determine contributions to the System.

The pension benefit obligation was computed as part of an actuarial valuation performed as of January 1, 1993. Significant actuarial assumptions used in the valuation include (a) a rate of return on the investment of present and future assets of 8.0% a year compounded annually, (b) projected salary increases of 4.5% a year compounded annually, attributed to inflation, (c) additional projected salary increases of 1.5% a year, attributable to seniority/merit, and (d) no post-retirement benefit increases.

The total unfunded pension benefit obligation applicable to the System and its components at January 1, 1993, is as follows (in thousands):

Pension benefit obligation:

Retirees and beneficiaries currently receiving benefits and terminated employees not yet receiving benefits	\$ 64,860
Current employees:	
Accumulated employee contributions, including allocated investment earnings	25,608
Employer-financed vested	21,119
Employer-financed nonvested	<u>19,456</u>
Total pension benefit obligation	131,043
Net assets available for benefits, at market value	<u>69,679</u>
Unfunded pension benefit obligation	\$ <u>61,364</u>

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

(d) Contribution Requirements and Contribution Made

The Town is required to contribute each fiscal year, beginning with fiscal year 1993, an amount specified in accordance with a funding schedule approved by the Public Employee Retirement Administration (PERA). No actuarial information is used in determining this amount. Generally accepted accounting principles require that pension costs be actuarially determined. The Commonwealth of Massachusetts currently reimburses the System on a quarterly basis for the portion of benefit payments owing to cost-of-living increases granted after the implementation of Proposition 2-1/2.

The Town's contribution to the System for 1993 of \$8,772,671 was made in accordance with the funding policy described above and was funded as follows: The Town contributed \$6,512,732 (20% of current covered payroll); employees contributed \$2,259,939 (7% of current covered payroll).

(e) Trend Information

Trend information gives an indication of the progress made in accumulating sufficient assets to pay benefits when due. Trend information may be found on pages 23 and 24 of the Town's general purpose financial statements. For the three years ended December 31, 1992, 1991 and 1990, respectively, available assets were sufficient to fund \$69,679,000 or 53%, \$62,200,000 or 49% and \$51,644,000 or 42% of the pension benefit obligation. Unfunded pension benefit obligation represented 184%, 190% and 220% of the annual payroll for employees covered by the plan for 1992, 1991 and 1990, respectively.

(f) Adoption of Chapter 32, Section 22D

On June 1, 1989, the Board of Selectmen voted to accept the provisions of Chapter 32, Section 22D. By such acceptance, certain changes to the Town's provisions are mandated. In addition, the Town must establish an approved funding program to fully fund the System by June 30, 2028, provide certain fitness and wellness programs and meet certain performance standards for the invested funds. In return, the Commonwealth may provide financial assistance through a program of funding grants for 15 years.

The primary benefit changes include: 1) removing the \$30,000 cap on regular compensation used in determining the retirement allowance for members who joined the System after January 1, 1979 (affected members would be required to contribute an additional 2% of their regular compensation over \$30,000), 2) reducing eligibility for ordinary disability from 15 years to 10 years of creditable service, 3) permitting members working after age 70 to continue contributing to the System in order to receive a benefit based on their earnings through actual retirement, and 4) increasing the dependents' allowance from \$312 per year to \$450 per year subject to future cost-of-living adjustments.

(Continued)

(8) Long-term Debt

The following is a summary of changes in general long-term obligations for the year ended June 30, 1993:

Bonds:

<u>Inside Debt Limit</u>	<u>Issue amount</u>	<u>Interest rate</u>	<u>Final Maturity date</u>	<u>June 30, 1992</u>	<u>Additions</u>	<u>Retirements</u>	<u>June 30, 1993</u>	<u>Interest paid</u>
1982 Water Garage Construction	\$ 1,225,000	7.50%	11/01/94	300,000	-	100,000	200,000	18,750
1984 School Building Improvements	1,210,000	7.50%	11/01/94	300,000	-	100,000	200,000	18,750
1984 Golf Course Irrigation System	275,000	7.50%	11/01/94	75,000	-	25,000	50,000	4,688
1983 Park and Forestry Building Construction	165,000	7.50%	11/01/94	45,000	-	15,000	30,000	2,813
1984 Parking Meter Acquisitions	120,000	5.38%	05/01/95	25,000	-	10,000	15,000	1,390
1985 Computer System Acquisition	1,000,000	5.38%	05/01/96	250,000	-	62,500	187,500	14,063
1985 Energy Conservation	355,000	5.38%	05/01/96	142,000	-	35,500	106,500	7,988
1985 High School Roof Replacement	120,000	5.38%	05/01/96	48,000	-	12,000	36,000	2,700
1986 Library Automated Circulation System	700,000	5.15%	12/15/96	150,000	-	30,000	120,000	6,915
1987 Fire Station Roof	100,000	6.63%	12/01/96	50,000	-	10,000	40,000	2,925
1987 Lincoln School Improvement	370,000	6.63%	12/01/97	210,000	-	40,000	170,000	12,380
1987 Computer System Phase II	300,000	6.63%	12/01/92	60,000	-	60,000	-	1,950
1990 High School Science Labs	4,070,000	6.37%	11/15/98	3,070,000	-	500,000	2,570,000	179,480
1990 Pierce School	3,235,000	6.37%	11/15/98	2,515,000	-	360,000	2,155,000	148,720
1990 High School Roof	120,000	6.37%	11/15/98	90,000	-	15,000	75,000	5,250
1990 High School Roof	300,000	6.38%	11/15/99	240,000	-	30,000	210,000	14,340
1990 Clark Playground	300,000	6.38%	11/15/99	240,000	-	30,000	210,000	14,340
1990 Parking Meters	290,000	6.30%	11/15/93	140,000	-	70,000	70,000	6,615
1990 Town Hall Roof	40,000	6.36%	11/15/97	30,000	-	5,000	25,000	1,750
1986 Larz Anderson Park	240,000	5.89%	08/15/04	240,000	-	20,000	220,000	13,355
1990 Swimming Pool Building	260,000	5.89%	08/15/99	260,000	-	35,000	225,000	13,960
1990 Fire Engine	160,000	5.89%	08/15/94	160,000	-	55,000	105,000	8,525
1991 Asbestos Removal	150,000	5.91%	08/15/99	150,000	-	20,000	130,000	8,045
1991 Driscoll School Gymnasium	400,000	5.91%	08/15/06	400,000	-	30,000	370,000	22,700
1991 Library Roof	415,000	5.89%	08/15/06	415,000	-	30,000	385,000	23,525
1991 Driscoll Playground	245,000	5.89%	08/15/06	245,000	-	20,000	225,000	13,885
1991 School Boilers	350,000	5.91%	08/16/06	350,000	-	25,000	325,000	19,825
1991 Warren Field	380,000	5.89%	08/15/06	380,000	-	30,000	350,000	21,550
1992 School Boilers	800,000	5.30%	09/01/10	-	800,000	-	800,000	21,106
1992 Baker School Roof	1,500,000	4.92%	09/01/02	-	1,500,000	-	1,500,000	38,513
1992 Runkle School Repairs	295,000	5.35%	09/01/12	-	295,000	-	295,000	7,829
1992 High School Windows	250,000	5.31%	09/01/12	-	250,000	-	250,000	6,596
1992 High School Safety System	510,000	5.27%	09/01/09	-	510,000	-	510,000	13,418
1992 Baker School Roof Plans	65,000	5.45%	09/01/96	-	65,000	-	65,000	1,874
1992 Town Hall Elevators	100,000	5.16%	09/01/07	-	100,000	-	100,000	2,604
1992 Grove Street Building	60,000	5.02%	09/01/04	-	60,000	-	60,000	1,546
1992 Town Hall Repairs	95,000	5.33%	09/01/11	-	95,000	-	95,000	2,516
1992 Branch Library Repairs	200,000	5.36%	09/01/12	-	200,000	-	200,000	5,313
1992 Fire Station Repairs	925,000	5.13%	09/01/06	-	925,000	-	925,000	24,110
1992 Widewalk Construction	1,500,000	4.29%	09/01/02	-	1,500,000	-	1,500,000	38,513
1992 Golf Course Improvements	650,000	5.15%	09/01/07	-	650,000	-	650,000	16,919
Subtotal	23,845,000			10,580,000	6,950,000	1,775,000	15,755,000	792,034

(Continued)

Notes to General Purpose Financial Statements

Bonds:

Outside Debt Limit	Issue amount	Interest rate	Final Maturity date	June 30, 1992	Additions	Retirements	June 30, 1993	Interest paid
1979 Water Mains	3,030,000	6.25%	02/15/95	600,000	-	200,000	400,000	37,500
1982 B-2 Parcel Urban Renewal Land Acquisition	1,880,000	7.50%	11/01/94	555,000	-	185,000	370,000	34,688
1984 Water Meter Replacement Program	500,000	7.50%	11/01/94	150,000	-	50,000	100,000	9,375
1986 Water Mains	1,550,000	5.15%	12/15/01	1,025,000	-	105,000	920,000	50,203
1987 Water Mains Phase II	2,150,000	6.63%	12/01/02	1,550,000	-	150,000	1,400,000	98,725
1987 Runkle School Improvement	1,080,000	6.63%	12/01/96	600,000	-	120,000	480,000	35,100
1987 Pierce School Improvement	150,000	6.63%	12/01/96	70,000	-	20,000	50,000	3,900
1990 Water Main Phase III	300,000	6.37%	11/15/99	225,000	-	40,000	185,000	13,055
1990 Water Mains	3,200,000	5.89%	08/15/06	3,200,000	1,600,000	135,000	3,065,000	183,830
1992 Water Mains	1,600,000	5.27%	09/01/12	-	13,000,000	-	1,600,000	41,870
1992 Lincoln School	13,000,000	5.35%	09/01/12	7,975,000	14,600,000	1,005,000	13,000,000	345,025
Subtotal	28,440,000			18,555,000	21,550,000	2,780,000	21,570,000	853,271
Total bonds	\$ 52,285,000						37,325,000	1,645,305
Notes payable - refinanced on a long term basis				6,165,000	-	6,165,000	-	-
Total bonds and notes payable				24,720,000	21,550,000	8,945,000	37,325,000	1,645,305
Other long-term obligations:								
Pension costs (note 7)				64,679,000	-	3,315,000	61,364,000	-
Sick and vacation, net				4,185,000	2,252,000	-	6,437,000	-
				\$ 93,584,000	23,802,000	12,260,000	105,126,000	1,645,305

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

The annual requirements to amortize all general obligation bonds outstanding as of June 30, 1993, including interest, are as follows:

Year ending June 30,	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
1994	\$ 4,020,000	1,992,675	6,012,675
1995	3,905,000	1,740,008	5,645,008
1996	3,215,000	1,512,568	4,727,568
1997	3,105,000	1,328,765	4,433,765
1998	2,930,000	1,168,865	4,098,865
Thereafter	<u>20,150,000</u>	<u>6,360,602</u>	<u>26,510,602</u>
	\$ <u>37,325,000</u>	<u>14,103,483</u>	<u>51,428,483</u>

The Commonwealth of Massachusetts has approved school construction assistance to the Town. The assistance program which is administered by the School Building Assistance Bureau (SBAB) provides resources for future debt service of general obligation school bonds outstanding. These resources are subject to annual appropriation by the state legislature and the Town's compliance with certain reporting requirements. The Town did not receive any SBAB assistance for the past two years.

The Town is subject to a dual level general debt limit; the normal debt limit and the double debt limit. Such limits are equal to 2-1/2% and 5%, respectively, of the valuation of taxable property in the Town as last equalized by the Commonwealth's Department of Revenue. Debt may be authorized up to the normal debt limit without state approval. Authorizations under the double debt limit, however, require the approval of the Commonwealth's Emergency Finance Board. Additionally, there are many categories of general obligation debt which are exempt from the debt limit but are subject to other limitations.

Authorized and unissued debt at June 30, 1993, is as follows:

High School Life Safety Improvements	\$ 1,000,000
Sewer and Water Main reconstruction and lining	5,835,000
Town Hall/Library Parking Garage	130,000
Coolidge Corner Library	50,000
Lynch Recreation Center	50,000
Lawrence School	150,000
Traffic signal installations	160,000
Playground, ballfield and skating rink improvements	350,000
Heath and Driscoll School Improvements	<u>290,000</u>
	\$ <u>8,015,000</u>

As of June 30, 1993, the Town may issue approximately \$214,373,950 additional general obligation debt under the normal debt limit. The Town has approximately \$21,570,000 of debt exempt from the debt limit.

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

The Town pays assessments that include debt service payments to other local governmental units providing services within the Town's boundaries (commonly referred to as overlapping debt). The primary overlapping debt relates to the Massachusetts Bay Transportation Authority (MBTA), Norfolk County, and the Massachusetts Water Resources Authority (MWRA). The following summary sets forth the long-term debt of each entity at June 30, 1993, the estimated share of such debt being serviced by the Town, and the total of its share of estimated indirect debt.

	Long-term Debt Outstanding (Unaudited)	Town's Estimated Share	Town's Estimated Indirect Debt
MBTA	\$ 1,949,505,000	3.62%	\$ 70,562,333
Norfolk County	4,940,000	10.11%	499,434
MWRA:			
Water and Sewer	<u>1,905,907,000</u>	2.56%	<u>48,803,370</u>
	<u>\$ 3,860,352,000</u>		<u>\$ 119,865,137</u>

(9) Temporary Borrowings

Under state law and by authorization of the Board of Selectmen, the Town is authorized to borrow on a temporary basis to fund the following:

- Current operating costs prior to the collection of revenues through issuance of revenue or tax anticipation notes (RANs or TANs)
- Capital project costs incurred prior to obtaining permanent financing through issuance of bond anticipation notes (BANs)
- Federal and state aided capital projects and other program expenditures prior to receiving reimbursement through issuance of federal and state aid anticipation notes (FANs and SANs)

Temporary borrowings outstanding at June 30, 1993 are as follows:

<u>Type</u>	<u>Interest Rate</u>	<u>Maturity Date</u>	<u>Amount</u>
BAN - 1992 High School Safety Improvement System	2.46%	11/9/93	\$ 400,000
BAN - 1992 High School Safety Improvement System	2.47%	11/9/93	<u>600,000</u>
			<u>\$ 1,000,000</u>

Temporary loans are general obligations of the Town and carry maturity dates that are limited by statute. Interest expenditures for temporary borrowings were approximately \$231,000 and are accounted for in the General Fund.

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

(10) Fund Equity

The following funds had deficit equity balances as of June 30, 1993:

	<u>Reserved</u>	<u>Unreserved</u>	<u>Total</u>
Special Revenue:			
PL94-482 Occupational Education	\$ 979	(10,862)	(9,883)
BU Student Activity	-	(452)	(452)
Chapter 188 Language Links	-	(539)	(539)
Devotion School Pilot	-	(1,530)	(1,530)
Chapter 71 Adult Education	17,037	(7,508)	9,529
School Restaurant Revolving	363	(1,134)	(771)
School Athletics Revolving	1,032	(20,008)	(18,976)
Summer School Revolving	2,985	(46,276)	(43,291)
Endowment for the Humanities	-	(113)	(113)
Survey Commercial Areas	-	(3,975)	(3,975)
Chapter 90 Highway Program	-	(54,438)	(54,438)
Holocaust Memorial Gift	1,545	(338)	1,207
Historical Commission	-	(7,500)	(7,500)
EOCD	25,000	(25,000)	-
Parks and Recreation Gift	-	(6,417)	(6,417)
CDBG	359,027	(397,207)	(38,180)
Capital Projects:			
Sewer Infiltration Study	2,225	(14,840)	(12,615)
Town Hall Roof	50	(1,150)	(1,100)
High School Life Safety System	439,425	(1,081,901)	(642,476)
Trust Funds:			
Police - Private Details	-	(173,850)	(173,850)
Special Tree Planting	2,018	(1,900)	118
Council on Aging	-	(253)	(253)
D.B. Hoar Exp. High School	-	(873)	(873)
Eyges	-	(313)	(313)
Louise Hooper	102	(102)	-
Library General Contributions	2,282	(1,054)	1,228
Preservation Historical Records	56	(954)	(898)

The deficits in these funds will be eliminated through future federal and state grants, bond issues and other anticipated revenue.

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

(11) Operating Transfers

Operating transfers constitute the transfer of resources from the fund that receives the resources to the fund that utilizes them. Operating transfers during the year were as follows:

	Transfer In (Out)				
	General	Special Revenue	Capital Projects	Expendable Trusts	Non-Expendable Trusts
Purpose of operating transfer:					
Parking meter receipts	\$ 1,350,000	(1,350,000)	-	-	-
Library aid	41,675	(41,675)	-	-	-
Cemetery trust	80,000	(55,000)	-	(25,000)	-
Group health insurance	(3,607,000)	-	-	3,607,000	-
Workers' compensation	(800,000)	-	-	800,000	-
Capital Project Funds	31,000	-	(31,000)	-	-
Golf Fund	164,976	(164,976)	-	-	-
Education	-	-	-	18,690	(18,690)
	<u>\$ (2,739,349)</u>	<u>(1,611,651)</u>	<u>(31,000)</u>	<u>4,400,690</u>	<u>(18,690)</u>

(12) Contingencies

There are several pending lawsuits in which the Town is involved. The Town Attorney estimates that the potential claims against the Town not covered by insurance resulting from such litigation would not materially affect the general purpose financial statements of the Town.

(13) Deferred Compensation

The Town of Brookline offers its employees a deferred compensation plan created in accordance with Section 457 of the U.S. Internal Revenue Code. The plan is administered by Aetna Life Insurance and Annuity Company. The plan, available to all Town employees, permits them to defer a portion of their current salary to future years. The deferred compensation is not available to the participants until termination, retirement, death or unforeseeable emergency.

In accordance with Section 457 of the Internal Revenue Code, all amounts of compensation deferred under the plan, all property and rights purchased with such amounts, and all income attributable to such amounts, property, or rights are (until they are made available to the employee or other beneficiary) solely the property and rights of the Town (without being restricted to the provisions of benefits under the plan) subject only to the claims of the Town's general creditors.

Participants' rights created under the plan are equivalent to those of general creditors of the Town and only in an amount equal to the fair market value of the deferred account maintained with respect to each participant. Plan assets have been used for no purpose other than to pay benefits. In addition, the Town believes that it is unlikely that it will use the assets to satisfy the claims of general creditors in the future.

The Town and its agent have no liability for losses under the plan, but do have the duty of care that would be required of any ordinary prudent investor.

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

Notes to General Purpose Financial Statements

The activity of the plan for the fiscal year ended June 30, 1993, is as follows:

Fund assets (at market value) July 1, 1992	\$ 6,927,667
Increase (decrease) in fund assets:	
Deferrals of compensation	1,015,215
Earnings and adjustments to market value	544,086
Payments, withdrawals and other reductions	<u>(118,927)</u>
Fund assets (at market value) June 30, 1993	\$ <u>8,368,041</u>

TOWN OF BROOKLINE, MASSACHUSETTS

Employees' Retirement System

Required Supplementary Information (Unaudited)

Revenues by Source and Expenses by Type

<u>Year</u>	<u>Revenues by Source</u>					<u>Total</u>
	<u>Employee contributions</u>	<u>Employer Contributions</u>	<u>State Contributions</u>	<u>Investment income</u>	<u>Miscellaneous</u>	
1984	\$ 1,179,383	4,903,479	-	1,999,042	-	8,081,904
1985	1,284,791	5,645,606	-	2,304,787	-	9,235,184
1986	1,423,875	4,940,375	872,486	2,607,871	-	9,844,607
1987	1,553,369	7,270,046	471,278	1,964,371	160	11,259,224
1988	1,692,508	5,745,305	1,266,095	1,600,039	3,136	10,307,083
1989	1,830,604	6,081,507	933,167	3,204,325	-	12,049,603
1990	1,980,717	6,263,466	496,630	7,050,878	-	15,791,691
1991	2,151,300	6,494,728	1,009,296	449,175	-	10,104,499
1992	2,221,353	6,522,951	938,277	9,428,219	-	19,110,800
1993	2,259,939	6,512,732	1,623,244	7,031,534	-	17,427,449

<u>Calendar year</u>	<u>Expenses by Type</u>				<u>Total</u>
	<u>Benefits</u>	<u>Administrative expenses</u>	<u>Refunds</u>		
1984	\$ 5,502,107	59,743	231,338		5,793,188
1985	5,855,975	61,031	293,165		6,210,171
1986	6,006,815	65,971	383,575		6,456,361
1987	6,505,844	90,918	558,267		7,155,029
1988	6,792,917	92,298	386,438		7,271,653
1989	7,303,927	125,643	509,588		7,939,158
1990	7,678,612	141,776	393,018		8,213,406
1991	7,934,216	117,413	244,764		8,296,393
1992	8,168,014	136,338	250,223		8,554,575
1993	9,382,262	159,670	407,108		9,949,040

TOWN OF BROOKLINE, MASSACHUSETTS

Employees' Retirement System

Required Supplementary Information (Unaudited)

Unaudited Analysis of Funding Progress (in thousands)

Fiscal year	(1) Net assets available for benefits*	(2) Pension benefit obligation	(3) Percentage funded (1)/(2)	(4) Unfunded pension benefit obligation (2)-(1)	(5) Annual covered payroll	(6) Unfunded pension benefit obligation as a percentage of covered payroll (4)/(5)
1987	\$ 38,147	107,125	36%	68,978	31,116	221%
1988	42,257	117,714	36%	75,457	33,139	228%
1989	49,836	117,334	43%	67,498	31,329	215%
1990	51,644	122,140	42%	70,496	32,005	220%
1991	62,200	126,879	49%	64,679	34,004	190%
1992	69,679	131,043	53%	61,364	33,317	184%

* Net assets are stated on the basis explained in note 7 to the General Purpose Financial Statements.

Isolated analysis of the dollar amounts of net assets available for benefits, pension benefit obligation, and unfunded pension benefit obligation can be misleading. Expressing the net assets available for benefits as a percentage of the pension benefit obligation provides an indication of the Town's funding status on a going-concern basis. Analysis of this percentage over time indicates whether the system is becoming financially stronger or weaker. Generally, the greater this percentage, the stronger the PERS. Trends in unfunded pension benefit obligation and annual covered payroll are both affected by inflation. Expressing the unfunded pension benefit obligation as a percentage of annual covered payroll approximately adjusts for the effects of inflation and aids analysis of the progress made in accumulating sufficient assets to pay benefits when due. Generally, the smaller this percentage, the stronger the PERS.

Note: Information prior to 1987 is not required to be presented.

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